

## The Effect of Organizational Citizenship Behavior and Job Embeddedness on Job Satisfaction with Organizational Commitment as an Intervening Variable

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### ABSTRACT

This study aims to analyze the effect of OCB, Job Embeddedness on Job Satisfaction, with Organizational Commitment as an intervening variable in employees of PT KAI (Persero) Daop 5 Purwokerto. This study uses a quantitative approach with a population of 150 employees and a sample size of 110 respondents. Sampling was done by accidental sampling. The data were analyzed using path analysis with the help of the SmartPLS 4.0 application. The results showed that OCB has a positive and significant effect on Job Satisfaction, Job Embeddedness has no significant effect on Job Satisfaction, OCB has no significant effect on Organizational Commitment, Job Embeddedness has a positive and significant effect on Organizational Commitment, Organizational Commitment has a negative and significant effect on Job Satisfaction, Organizational Commitment mediates the effect of Job Embeddedness on Job Satisfaction. However, it does not mediate the effect of OCB on Job Satisfaction.

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## **INTRODUCTION**

Competition in the business world is increasingly dynamic and competitive, requiring companies to not only improve service quality, but also strengthen internal systems and human resource development as the company's main asset (Husniati et al., 2024). Business development-oriented companies tend to invest in their human resources and build a positive work environment to support employee performance. (Achmad et al., 2023). In the context of global competition and increasing demands for public services, organizations must provide adequate consideration to the welfare and work happiness of their employees in addition to enhancing operational effectiveness.

Operation Area (Daop) 5 Purwokerto is a strategic operational area that supports transportation connectivity between regions in Central Java and surrounding areas. Daop 5 Purwokerto is part of PT KAI (Persero) managed by an Executive Vice President (EVP) who is directly responsible to the Board of Directors. Daop 5 has a number of main stations, including Purwokerto, Karanganyar, Kroya, Kutoarjo, and Cilacap stations. The train warehouse is located at Purwokerto station, while the locomotive depot is located in an adjacent location. According to the findings of an annual survey that the head office in collaboration with an applied psychology institute, PT KAI Daop 5 employees in general still show a fairly good level of satisfaction and loyalty. This survey covers aspects of satisfaction with management, HR systems, and compensation received. However, challenges in maintaining employee commitment and engagement remain. The survey results indicate the potential for differences in satisfaction levels between work units, resulting in performance imbalances within the organization.

The occurrence of workers who volunteer to assist coworkers or perform duties beyond their primary duties, especially in administrative units, reflects the existence of OCB, which is a positive action that is not officially regulated by the company but contributes to the success of the organization. Although there is no specific award for such behavior, the company still provides general appreciation through best worker awards in various categories. In addition, the main reason employees stay at PT KAI Daop 5 is mostly influenced by Job Embeddedness factors, such as fixed salaries, benefits, monthly premiums, leave rights, and job security. In addition, the difficulty in finding a new job outside the company is also one of the reasons why many employees choose to stay. The above reasons serve as a binder that makes employees feel reluctant to leave the company, although in some cases, this is not always accompanied by a high level of job satisfaction or loyalty to the organization.

According to Sahara & Kuswinarno, (2024), one of the crucial elements in building a conducive work environment is job satisfaction. Job Satisfaction shows the level of employees' feelings of pleasure towards their work, including factors such as the atmosphere at work, the reward system, interactions with leaders and colleagues, and opportunities for career development. At PT KAI Daop 5, although the survey results show that the level of job satisfaction is in the "satisfied" category, there are still challenges stemming from work attachment factors that can affect this satisfaction. According to Bindra et al., (2025) Job

satisfaction is a positive emotion brought on by an individual's assessment of the experiences or jobs they have completed. Employees who feel happy with their duties usually increase greater commitment to the organization and engage in positive Organizational Citizenship Behavior (OCB) behavior (Saputra & Riana, 2021). On the other hand, low job satisfaction might result in high turnover rates, which can disrupt company stability and efficiency (Gunawan et al., 2024).

A factor that is believed to play a role in optimizing Job Satisfaction is Organizational Citizenship Behavior (OCB). OCB is a term that refers to voluntary employee actions outside of formal obligations that contribute to organizational effectiveness which brings benefits to the work environment and organizational performance (Hasan et al., 2024). Employees who exhibit OCB usually establish better relationships with colleagues and superiors, which helps increase levels of job satisfaction. OCB can appear in various forms, such as employees' willingness to provide help and support to colleagues, participate in activities other than their main job responsibilities, and show a positive attitude towards the organization (Moltot Ayalew & Walia, 2024). In many cases, employees who perform OCB are not formally rewarded, but these behaviors can improve the work atmosphere and team productivity (Ludwikowska et al., 2024). However, although OCB is very important, not all employees can show this behavior. In research (Purnama et al., 2023); (Ashari & Hermawan, 2024); and (Ayu Syifa Fauziah, 2023) outlined the positive and significant relationship between OCB and job satisfaction, stating that the more OCB behavior people exhibit, the more satisfied they are with their jobs. Meanwhile, research (Susilowati et al., 2022) shows that Organizational Citizenship Behavior (OCB) has no significant effect on Job Satisfaction.

Job Embeddedness is also an important factor affecting job satisfaction. The degree to which workers are committed to the company and their work is referred to as Job Embeddedness (Setthakorn et al., 2024). This includes various elements that make employees feel attached to their jobs, including social relationships, value congruence, and commitment to the organization (Achmadi et al., 2023). Workers who have high levels of attachment at work tend to have strong social networks and believe that their personal principles are aligned with organizational goals (Hashim et al., 2023). Because when employees feel the presence of many anchoring forces, such as attachment to colleagues, value congruence with organizational culture, and potential losses if they leave their jobs (fit, links, and sacrifice), they tend to be more attached to their jobs and more likely to stay in the company (Ballesteros-Leiva et al., 2023). In research (Karomah & Azizah, 2024) revealed that Job Embeddedness has a positive and significant impact on job satisfaction, meaning that the stronger the employee's attachment to the organization and their job, the more job satisfaction they feel. Meanwhile, research by (Yusuf Dewantoro, 2022) shows that there is no significant influence between Job Embeddedness on Job Satisfaction.

Another factor that contributes to job satisfaction is organizational commitment. Organizational Commitment reflects how much an employee feels attached and dedicated to the company, and shows the extent to which employees feel emotionally, psychologically, or rationally connected to the

company's goals, values, and interests (S. Y. Sari et al., 2024). In relation to job satisfaction, organizational commitment is a broader term. Organizational commitment refers to an individual's dedication to their work and business, whereas job satisfaction simply considers their level of personal fulfillment with their jobs (Demir, 2020). In the results of research (Rosid & Darajat, 2022) and (Afuan & Ali, 2024) found that organizational commitment has a positive impact on job satisfaction, this indicates that more commitment employees have to the organization, more job satisfaction they feel. Meanwhile, research (Tandy Izzud Alauddin & Eddy Yunus, 2022) shows that Organizational Commitment does not have a significant effect on Job Satisfaction.

This study is a development of previous research conducted by (Dewi & Munzir, 2018) entitled *The Effect of Transformational Leadership and Organizational Citizenship Behavior on Job Satisfaction with Organizational Commitment as an Intervening Variable*, and research from (Namira Salsabila & Etika Sabariah, 2023) which analyzes the *Effect of Work Environment and Job Embeddedness on Job Satisfaction at PT Ramotindo Pakuon Persada*. The purpose of this study is to fill the research gap that has not produced consistent results, and aims to examine the effect of OCB and Job Embeddedness on Job Satisfaction with Organizational Commitment as an intervening variable. Job Embeddedness was chosen as variable X2 because of the phenomenon where employees tend to stay or be more attached due to the various forms of compensation received and the difficulty of obtaining new jobs outside the company. This study is expected to provide a more comprehensive insight into the interaction between these factors in the context of the work environment. By understanding the relationship between variables, companies can create a more supportive work atmosphere, increase employee retention rates, and strengthen a productive and efficient organizational culture.

## LITERATURE REVIEW

### *Two Factor Theory*

The two-factor theory of motivation was first proposed by Frederick Herzberg, (1959) According to this theory, job-related components fall into two groups: hygienic and motivators. All elements of labor that are related to the job's context or result are considered hygiene factors. Examples of hygiene factors include salary, coworkers, workplace conditions, company policies and administration, and supervision. Meanwhile, motivators are elements related to the content of the job or the tasks and responsibilities that are carried out. Responsibility, work encouragement or stimulation, self-development, recognition, advancement, and job achievement are included in motivators. If hygiene factors are not enough, this can lead to dissatisfaction, whereas if all hygiene factors are well provided, job satisfaction is only at a neutral level. Similarly, if motivators are fulfilled, it will increase job satisfaction, but if motivators are not fulfilled, satisfaction will remain at a neutral level.

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

According to Ludwikowska et al., (2024) The term "organizational citizenship behavior" (OCB) describes employee behaviors that significantly

improve the performance and success of the company but are not formally acknowledged by the incentive system. The study by (Inkiriwang & Wijayadne, 2023) OCB has a positive and significant effect on job satisfaction. In this context, OCB can be understood as one of the triggers for job satisfaction. When employees actively demonstrate OCB, they tend to feel more involved, valued by the social environment at work, and have a higher sense of achievement and contribution. The study by (Purnama et al., 2023) also indicated a positive and significant impact OCB on Job Satisfaction, employees who show OCB behavior generally have a good level of satisfaction because employees feel more involved and get recognition in the company. This finding is in line with research (Ashari & Hermawan, 2024); (Ayu Syifa Fauziah, 2023); and (Lukito, 2020) which shows that OCB has a positive and significant effect on Job Satisfaction.

H1 = OCB has a positive and significant effect on Job Satisfaction

### ***The Effect of Job Embeddedness on Job Satisfaction***

According to Dukhaykh, (2023) Job Embeddedness refers to various elements that can influence an employee's decision to continue working for the company or choose to resign. This includes individuals' attachment to their organization or job as well as employees' perceptions of their personal-job fit. Research results (Nasution et al., 2024) show that Job Embeddedness has an important role in increasing job satisfaction. Employees with a high level of attachment tend to feel accepted, valued, and comfortable, which ultimately increases their satisfaction with work. This finding is similar to research (Mahyuni et al., 2023) which indicates that Job Embeddedness has a positive and significant effect on job satisfaction. In other words, the greater the employee's attachment to their job and work environment, the higher the level of job satisfaction they feel. Other research by (Namira Salsabila & Etika Sabariah, 2023); (Karomah & Azizah, 2024); and (L. P. Sari & Helmy, 2020) also shows that Job Embeddedness has a positive and significant effect on Job Satisfaction.

H2 = Job Embeddedness has a positive and significant effect on Job Satisfaction.

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

According to Nuzula et al., (2022) there is a significant influence between OCB behavior on Organizational Commitment. Employees who show OCB such as helping colleagues, taking initiative, and carrying out work outside of their main duties, tend to develop a stronger commitment to the organization. Research by (Yupono Bagyo, 2021) supports this view by stating that OCB has a positive and significant impact on Organizational Commitment, meaning that the greater the quality of OCB shown by employees, the greater the emotional attachment and loyalty of employees to the organization. Thus, OCB not only reflects employee loyalty and active participation, but is also an intrinsic source that encourages the growth of organizational commitment, because these behaviors directly meet the psychological needs that motivate long-term attachment to the company. These findings are in line with research (Novita, 2024); (Bawawa, 2024); and (Kakisina et al., 2023) which show that Organizational

Citizenship Behavior (OCB) has a positive and significant effect on Organizational Commitment

H3 = Organizational Citizenship Behavior (OCB) has a positive and significant effect on Organizational Commitment

#### ***The Effect of Job Embeddedness on Organizational Commitment***

According to Hadi & Tukiran, (2024) Job Embeddedness reflects the social, psychological, and financial attachment of employees to the organization. Employees who feel their work is appropriate, have harmonious relationships with colleagues, and are aware of the risks or losses if they leave work, tend to show higher loyalty and attachment to the organization. This attachment naturally fosters Organizational Commitment, because employees see the continuation of the relationship with the organization as something of value. Research by (Monika & Nurmaya, 2021) states that the greater the level of Job Embeddedness, the greater the employee's commitment to the organization. This finding is in line with research (L. P. Sari & Helmy, 2020); (Nugroho & Afifah, 2021); and (Oemar, 2025) which shows that Job Embeddedness has a positive and significant effect on Organizational Commitment.

H4 = Job Embeddedness has a positive and significant effect on Organizational Commitment

#### ***The Effect of Organizational Commitment on Job Satisfaction***

According to Jung & Moon, (2024) Organizational Commitment reflects the psychological relationship between employees and organizations that encourage support for the company's vision and goals. High commitment increases employee loyalty, and motivation to contribute actively, and creates higher morale. When employees are emotionally attached, they are more satisfied at work because they feel meaning, purpose, and appreciation for their contributions. According to Nugraha et al., (2022) stated that job satisfaction arises when employees feel valued and have positive working relationships. Thus, organizational commitment not only forms loyalty, but is also an important factor in creating job satisfaction through fulfilling employees' psychological needs and intrinsic motivation. This finding is in line with research (Rakha et al., 2024); (Rosid & Darajat, 2022); and (Nurchahyo et al., 2024) which show that Organizational Commitment has a positive and significant effect on Job Satisfaction.

H5 = Organizational Commitment has a positive and significant effect on Job Satisfaction

#### ***Organizational Commitment Mediates the Effect of Organizational Citizenship Behavior (OCB) on Job Satisfaction***

According to Yusuf & Syarif, (2018) Organizational Commitment reflects employee loyalty to the organization, characterized by a strong desire to stay and attachment to company values and goals. In research (Bawawa, 2024) shows a positive and significant effect of OCB on organizational commitment. In the context of work behavior, employees who show OCB have been shown to have a positive effect on job satisfaction (Purnama et al., 2023). Similar findings were

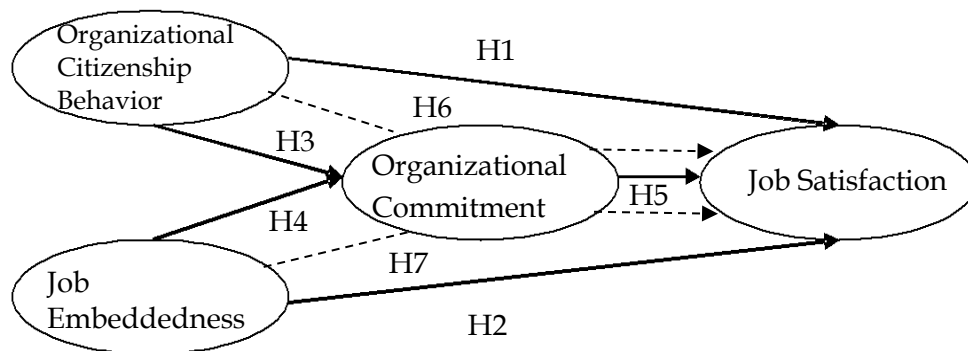
revealed by (Garibaldi & Riyanto, 2023) which stated that Organizational Commitment is able to strengthen the influence of OCB through increased job satisfaction. Research conducted by (Akbar Pahlevi, 2021) also shows that OCB and organizational commitment contribute to job satisfaction. So in this case, organizational commitment is observed as a variable that is able to effectively mediate the influence of OCB (Noermijati Noermijati, Ema Zahra Firdaus, 2024). With increased commitment due to OCB, employees feel more meaningful and involved in their work, so they feel more satisfied. In accordance with the two-factor theory, high commitment reflects the fulfillment of motivator factors such as achievement, recognition, and responsibility which are important aspects in creating job satisfaction.

H6 = Organizational Commitment is able to mediate the influence of OCB on Job Satisfaction

### ***Organizational Commitment Mediates the Effect of Job Embeddedness on Job Satisfaction***

According to Mitchell et al., (2001) in (Reslawati et al., 2022) Job Embeddedness is an overall factor that makes individuals reluctant to leave their jobs. The higher the Job Embeddedness, the stronger the psychological and social attachment of employees to their jobs and organizations. This finding is reinforced by (Nugroho & Afifah, 2021) which indicates that Job Embeddedness has a positive and significant effect on organizational commitment. Research by (Namira Salsabila & Etika Sabariah, 2023) indicates that Job Embeddedness has a positive and significant impact on Job Satisfaction. Thus, employees who have a high level of attachment to their jobs will experience a greater level of satisfaction. Furthermore, (Allen & Meyer, 1996; Mowday, Steers, & Porter, 1979) state that Organizational Commitment is directly related to Job Satisfaction, and often acts as a mediating variable between contextual factors and job satisfaction. This explanation is in line with the two-factor theory, which suggests that organizational commitment reflects the fulfillment of motivational factors such as recognition, responsibility, and achievement. Thus, Job Embeddedness not only directly impacts job satisfaction, but also indirectly reinforces it through increased Organizational Commitment which ultimately deepens job satisfaction.

H7 = Organizational Commitment is able to mediate Job Embeddedness on Job Satisfaction



**Figure 1. Conceptual Model**

## METHODOLOGY

This study aims to analyze the influence of OCB, Job Embeddedness on Job Satisfaction, with Organizational Commitment as an intervening variable in employees of PT Kereta Api Indonesia (Persero) Daop 5 Purwokerto. This study uses a quantitative approach with a population of 150 employees from various work units, both administrative and operational. To determine a representative sample size, the slovin formula is used with a margin of error of 5% (0.05). Based on this calculation, a sample of 110 respondents was obtained. This study applied accidental sampling technique, which involves selecting respondents based on individuals who are coincidentally encountered and willing to fill out the questionnaire, as long as they meet the criteria as active employees of Daop 5 Purwokerto. This technique was chosen due to considerations of ease of access, as well as time and resource efficiency in data collection. The data in this study were obtained through direct distribution of questionnaires to respondents. The research instrument was designed using a 5-point Likert scale, which ranged from (1) strongly disagree to (5) strongly agree. The collected data were then analyzed by applying path analysis techniques using SmartPLS version 4.0 software, which serves to test validity and reliability, as well as test the hypotheses in this study.

## RESEARCH RESULT

### Measurement Model Analysis (Outer Model)

#### Validity Test

The convergent validity test is used to assess the extent to which the indicators in the questionnaire are effectively able to measure the same latent variable, by seeing whether the indicators have a high correlation and are interrelated.

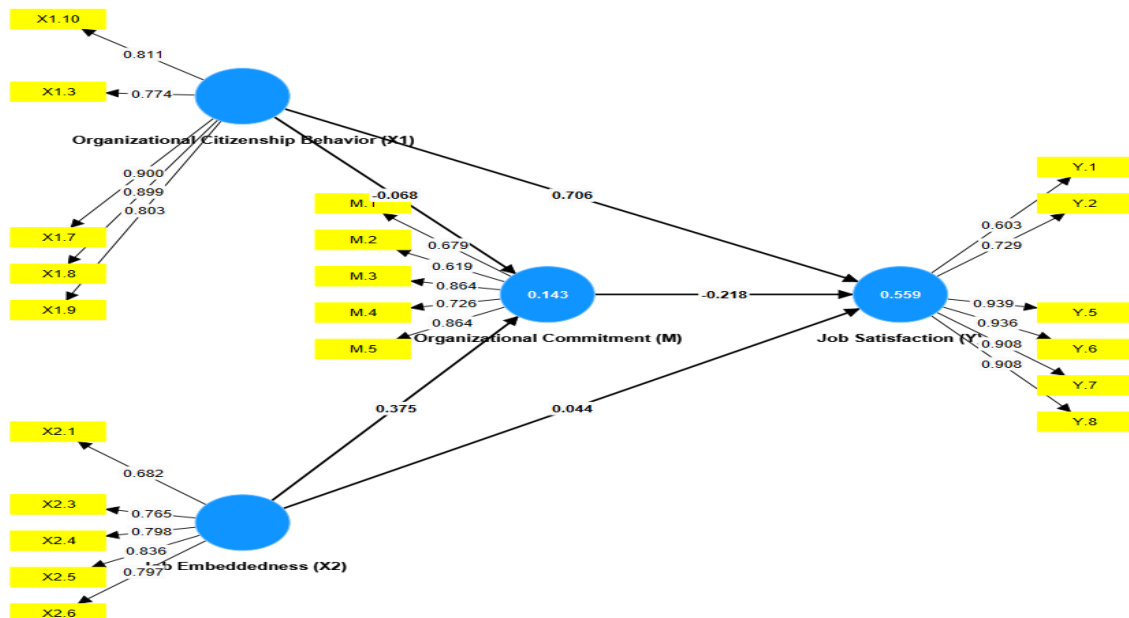


Figure 2. Validity Test

Based on Figure 2, all variables in this study have been shown to satisfy the requirements for convergent validity, as shown by the loading factor (LF) value

being greater than 0.7. According to Haryono, (2016), asserts that an LF value of 0.6 is still appropriate, particularly in the development stage or exploratory study. Therefore, to maintain measurement quality, indicators with a loading factor value below 0.6 have been removed from the model. The eliminated indicators include: X1.1, X1.2, X1.4, X1.5, X1.6, X2.2, M.6, Y.3, and Y.4. In addition, the AVE value should ideally be above 0.50, which indicates that at least 50% of the indicator variance can be explained by the construct, thus reflecting the strength of the measurement instrument.

Table 1. AVE value

	Average variance extracted (AVE)
Job Embeddedness (X2)	0.604
Job Satisfaction (Y)	0.717
Organizational Citizenship Behavior (X1)	0.704
Organizational Commitment (M)	0.573

Table 1 shows that every variable in this study has an AVE value greater than the 0.5 cutoff, indicating that they have satisfied the requirements for convergent validity.

*Discriminant Validity – Fornell Larcker criterion*

Based on the Fornell-Larcker Criteria (Hair et al., 2017), to meet discriminant validity, the root of the AVE value of a variable must be greater than the correlation between other variables.

Table 2. Discriminant Validity – Fornell Larcker criterion

	JE	JS	OCB	OC
Job Embeddedness (X2)	0.777			
Job Satisfaction (Y)	-0.007	0.847		
Organizational Citizenship Behavior (X1)	0.042	0.719	0.839	
Organizational Commitment (M)	0.372	-0.238	-0.052	0.757

Table 2 indicates that each variable's square root AVE value is greater than its correlation value with other variables in the same row or column. Since there is a larger correlation between its own latent variables than between other latent variables, the discriminant validity test results demonstrate that this model satisfies the criteria for high discriminant validity.

*Reliability Test*

The purpose of the reliability test is to make sure that indicators yield consistent data. If a variable has Cronbach's Alpha and Composite reliability values more than 0.7, it is deemed reliable, so it can be trusted for further analysis.

Table 3. Reliability Test

	Cronbach's alpha	Composite reliability (rho_c)
Job Embeddedness (X2)	0.837	0.884
Job Satisfaction (Y)	0.917	0.937
Organizational Citizenship Behavior (X1)	0.894	0.922
Organizational Commitment (M)	0.809	0.868

Based on table 3, all variables in this study show a very good level of reliability. This is reflected in the Cronbach's Alpha and Composite reliability values being above 0.7. Therefore, it can be said that every variable in this model has a high degree of reliability.

### **Structural Model Test**

#### *R-Square*

R-Square is used to assess how much of the dependent variable's variance can be accounted for by the model's independent variables.

Table 4. R-Square test

	R-square	R-square adjusted
Job Satisfaction (Y)	0.559	0.547
Organizational Commitment (M)	0.143	0.127

Based on table 4, the R-Square value of Organizational Commitment is 0.143. So that Organizational Citizenship Behavior, Job Embeddedness, and Job Satisfaction can explain 14.3% of the variance in Organizational Commitment. In other words, 85.7% is caused by additional components not discussed in this study. In addition, The R-Square value of job satisfaction is 0.559, which indicates that organizational commitment, job embeddedness, and OCB account for 55.9% of the variation in job satisfaction. Meanwhile, the remaining 44.1% comes from additional variability not the focus of this study.

#### *F-Square*

According to Haryono (2016), the F-Square value is categorized as low if  $\geq 0.02$ , medium if  $\geq 0.15$ , and high if  $\geq 0.35$ . In the model structure, this figure illustrates the degree to which each independent variable influences the dependent variable and is used to assess how much each construct contributes to the explanation of the dependent construct's variation.

Table 5. F-Square test

	JE	JS	OCB	OC
Job Embeddedness (X2)		0.004		0.164
Job Satisfaction (Y)				
Organizational Citizenship Behavior (X1)		1.123		0.005
Organizational Commitment (M)		0.092		

Based on table 5, Organizational Citizenship Behavior has a very small effect on Organizational Commitment, as shown by the F-Square value of 0.005, which is in the weak category. In contrast, OCB shows a very significant impact on Job Satisfaction, with an F-Square value of 1.123, making it a major factor for job satisfaction. Meanwhile, Job Embeddedness has a moderate influence on Organizational Commitment with an F-Square value of 0.164, but has a very small impact on Job Satisfaction with an F-Square value of 0.004. Organizational Commitment itself has a weak influence on Job Satisfaction, with an F-Square value of 0.092. Therefore, OCB is the most dominant predictor in influencing Job Satisfaction, while Job Embeddedness and Organizational Commitment contribute relatively little to the dependent variable.

### *Hypothesis Test*

The t-statistic and probability values obtained through bootstrapping results are analyzed for hypothesis testing. The criteria applied are the t-statistic > 1.96 and the significance level of the p-value < 0.05 (Haryono, 2016). SmartPLS output for bootstrapping analysis of hypothesis testing is shown in the table below.

Table 6. Hypothesis test

	Original sample (O)	T statistics ( O/STDEV )	P values	Result
OCB -> JS	0.721	12.601	0.000	H1 Accepted
JE -> JS	-0.037	0.445	0.328	H2 Rejected
OCB -> OC	-0.068	0.446	0.328	H3 Rejected
JE -> OC	0.375	3.100	0.001	H4 Accepted
OC -> JS	-0.218	1.997	0.023	H5 Rejected
OCB -> OC -> JS	0.015	0.487	0.313	H6 Rejected
JE -> OC -> JS	-0.082	1.656	0.049	H7 Accepted

Based on the hypothesis testing table, it appears that OCB and Job Satisfaction have a significant positive impact on Job Satisfaction, as seen from the T value (12.601 > 1.96) and P value of 0.000, so H1 is accepted. On the other hand, H2 shows that Job Embeddedness does not have a significant effect on Job Satisfaction, because the T value is only (0.445 < 1.96) and the P value is 0.328 > 0.05, meaning that this hypothesis is rejected. In H3, OCB also does not have a significant effect on Organizational Commitment, with a T value of (0.446 < 1.96) and a P value of 0.328, so this hypothesis cannot be accepted either. However, H4 shows a positive and significant impact between Job Embeddedness and Organizational Commitment, characterized by a T value (3.100 > 1.96) and a recorded P value of 0.001, so this hypothesis can be accepted. Furthermore, for H5 Organizational Commitment is proven to have a negative but significant influence on Job Satisfaction with a T value (1.997 > 1.96) and a P value of 0.023. Therefore, this hypothesis is rejected because the direction of influence is negative. Whereas in H6 Organizational Commitment did not successfully mediate the effect of OCB on Job Satisfaction, because the recorded T value (0.487 < 1.96) and P value (0.313 > 0.05), causing this hypothesis to be rejected. Lastly,

H7 has a T value ( $1.656 < 1.96$ ) and P value ( $0.049 < 0.05$ ) indicating significance. Thus, Organizational Commitment is able to mediate the effect of Job Embeddedness on Job Satisfaction, so this hypothesis is accepted.

## DISCUSSION

Based on the results of the hypothesis testing that has been described, this study shows that OCB has a positive and significant effect on Job Satisfaction. This indicates that the greater the extra-role behavior performed by employees, the greater the job satisfaction they feel. According to Herzberg's theory, motivator factors such as achievement, recognition and responsibility are the main elements that influence job satisfaction. When employees actively help colleagues, show initiative, and have real contributions, it will directly increase Job Satisfaction through the fulfillment of motivator factors. This finding is in line with research (Ashari & Hermawan, 2024); (Ayu Syifa Fauziah, 2023); and (Lukito, 2020) which shows that OCB has a significant positive effect on Job Satisfaction. Meanwhile, research (Susilowati et al., 2022) shows that OCB has no significant impact on Job Satisfaction.

Job Embeddedness has no significant effect on Job Satisfaction. It can be interpreted that the attachment of employees at PT KAI Daop 5 Purwokerto to work or organization, either socially or structurally, does not necessarily reflect their level of job satisfaction. In this case, Job Embeddedness is more related to hygiene factors such as job stability, social relationships, and job security. This finding is in line with research (Yusuf Dewantoro, 2022) which shows no significant impact between Job Embeddedness and Job Satisfaction. Meanwhile, research (Namira Salsabila & Etika Sabariah, 2023); (Karomah & Azizah, 2024); and (L. P. Sari & Helmy, 2020) revealed that Job Embeddedness has a positive and significant influence on Job Satisfaction.

OCB does not have a significant effect on Organizational Commitment, this happens because employees do OCB not because they feel emotionally attached, but only because of the habits or demands of the work environment. In the perspective of two-factor theory, this can occur because OCB performed is more influenced by hygiene factors, such as work culture, relationships between coworkers, or organizational rules. Thus, although employees show OCB behavior, it is not necessarily rooted in loyalty or a sense of belonging to the organization. This result is consistent with previous studies (Fitri Nurqamar et al., 2021) shows that OCB has no significant effect on organizational commitment. Meanwhile, research (Bawawa, 2024) and (Kakisina et al., 2023) explain that OCB has a positive and significant effect on Organizational Commitment.

Job Embeddedness is proven to have a positive and significant effect on Organizational Commitment. This means that the stronger the employee's attachment to work and the organization, the higher the commitment they show to the organization. In Herzberg's context, the components in Job Embeddedness can act as motivating factors, especially when employees feel their work is aligned with their personal values, get social recognition, and feel meaning and satisfaction in their work. This factor encourages emotional attachment and the desire to make long-term contributions to the organization. This result is

consistent with previous studies (L. P. Sari & Helmy, 2020); (Nugroho & Afifah, 2021); and (Oemar, 2025) which explains that Job Embeddedness has a positive and significant effect on Organizational Commitment.

Organizational Commitment has a significant negative effect on Job Satisfaction. It means that the greater the employee's commitment, it will actually result in a decrease in the level of job satisfaction. This occurs when commitment to the organization is driven by external factors such as social pressure, moral responsibility, or compulsion, rather than comfort or satisfaction in the job itself. In other words, employees may feel attached to the organization, but do not feel satisfied with their working conditions, workload, or work environment. This result is consistent with previous studies (Subudi, 2016) which explains that organizational commitment has a negative and significant effect on Job Satisfaction. Meanwhile, research (Rakha et al., 2024); and (Rosid & Darajat, 2022) show that Organizational Commitment has a positive and significant effect on Job Satisfaction.

Organizational Commitment cannot mediate the relationship between OCB and Job Satisfaction. OCB behavior may be driven by intrinsic motivation, such as a sense of responsibility or personal value, rather than attachment to the organization. This is in line with the two-factor theory, where OCB can be considered as a behavior driven by intrinsic motivation, which is part of the motivator factor. In other words, individuals who exhibit OCB may feel satisfied with their jobs because they have a high sense of responsibility and personal value, without necessarily relying on organizational commitment.

Organizational Commitment can mediate the relationship between Job Embeddedness and Job Satisfaction. This means that attachment to the organization will strengthen commitment, which in turn increases job satisfaction. So, it can be seen that hygiene factors (Job Embeddedness) do not create satisfaction directly, but through the formation of organizational commitment, which then contributes to job satisfaction if accompanied by the fulfillment of motivator factors such as rewards, responsibilities, or a sense of achievement. Hygiene factors that shape job embeddedness include positive relationships with coworkers, a fair compensation system, and adequate pay. Although they do not directly create satisfaction, the presence of these factors can prevent dissatisfaction and encourage employees to stay in the organization, thus strengthening commitment to the organization.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of hypothesis testing, it is concluded that OCB has a positive and significant effect on Job Satisfaction. This means that the greater the OCB behavior shown by employees, the greater the level of job satisfaction they experience. This behavior is in line with Herzberg's theory, which indicates that factors, such as rewards, roles, and success, are key elements in increasing job satisfaction. On the other hand, Job Embeddedness does not show a significant influence on Job Satisfaction, meaning that employees' attachment to work does not directly affect their level of job satisfaction. In addition, OCB does not have a significant impact on Organizational Commitment, this indicates that the extra

behavior shown by employees does not always reflect their commitment to the organization. Job Embeddedness is proven to have a positive and significant influence on Organizational Commitment, meaning that the greater the attachment of employees to their jobs, the higher their commitment to the company. In addition, Organizational Commitment is found to have a significant impact on Job Satisfaction, but in a negative direction, meaning that high commitment to the organization is not always directly proportional to increased job satisfaction. In the context of the mediation role, Organizational Commitment does not mediate the effect of OCB on Job Satisfaction because the effect is not significant. However, Organizational Commitment can mediate the effect of Job Embeddedness on Job Satisfaction. This finding indicates that employee job satisfaction is more directly influenced by OCB behavior and job embeddedness through commitment to the organization.

Based on the above findings, PT KAI Daop 5 Purwokerto is advised to strengthen the performance culture that supports OCB behavior, such as through a reward system, informal recognition, and a collaborative work environment. In addition, the company needs to develop a work attachment strategy that not only retains employees structurally, but also emotionally and values. Employee commitment should be built through a sense of belonging, role clarity, and career development opportunities, not just limited options. By doing so, job satisfaction can increase sustainably, along with employee loyalty and productivity.

#### **ADVANCED RESEARCH**

This study's limitations are found in the scope of research that only includes employees of Daop 5 Purwokerto, so the findings cannot be generalized to the entire work area of PT KAI Purwokerto. Some relationships between variables show insignificant results, such as the effect of Job Embeddedness on Job Satisfaction and Organizational Commitment, which may be influenced by external factors that are not explained in depth in this study. It is therefore hoped that more study would be able to broaden the region's focus in order to produce more comprehensive and representative findings.

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