

Determinants of Employee Performance at the Sungai Penuh City Health Office: Mediation of Organizational Citizenship Behavior

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Abstract

This study analyzes the effect of job satisfaction and organizational commitment on employee performance, with Organizational Citizenship Behavior (OCB) as a mediating variable at the Sungai Penuh City Health Office. A quantitative explanatory design was applied using Structural Equation Modeling–Partial Least Squares (PLS-SEM) with SmartPLS 3.0. The study involved all 47 employees through a census method. The results show that job satisfaction and organizational commitment have positive and significant effects on OCB and employee performance. OCB also has a direct significant effect on performance and mediates the influence of job satisfaction and organizational commitment on employee performance. These findings indicate that OCB functions as a strategic

mechanism that translates positive employee attitudes into improved work outcomes. Practically, the results suggest that management should enhance job satisfaction through fair compensation, supportive work environments, recognition systems, and career development opportunities. Strengthening organizational commitment through transparent communication, employee involvement in decision-making, and reinforcement of organizational values is equally essential. Additionally, fostering a work culture that encourages voluntary behaviors such as teamwork, initiative, and mutual support can promote sustainable performance improvement. Integrating these strategies is crucial for improving service effectiveness and strengthening organizational performance in the public health sector.

Keywords: Job Satisfaction; Organizational Commitment; Organizational Citizenship Behavior; Employee Performance.

INTRODUCTION

The increasingly dynamic global environment and the growing complexity of public services demand that government officials perform in an increasingly professional and adaptive manner. The performance of government officials is a key factor in determining the success of sustainable improvements in the quality of public services. In Indonesia, bureaucratic reforms continue to be carried out to create an effective and efficient government that is capable of meeting the needs of the people. At the local government level, the successful implementation of public policies is highly dependent on the quality of the performance of the civil service as the main implementer of services. This is even more important in strategic sectors such as health services, which are directly related to meeting the basic needs of the community.

In the context of health services, the Health Office plays a central role in ensuring and improving the health of the community. In Sungai Penuh City, the Health Department faces increasingly complex challenges, ranging from rising public expectations regarding service quality to limited human resources. The post-pandemic situation has also significantly increased the workload of employees. These challenges require the organization to rely not only on structural and administrative approaches. Psychological and organizational behavior aspects of employees () are important elements in driving optimal performance.

Based on initial observations and internal reports, the performance of employees at the Sungai Penuh City Health Office still shows various problems. The obstacles that arise include delays in completing tasks, inconsistent work discipline, and low initiative in carrying out tasks outside of formal obligations. Inter-departmental collaboration is also not yet optimal, thereby hampering the effectiveness of the organization's work. In addition, the level of satisfaction with the work environment has not been fully achieved. This is reflected in the emergence of a desire to transfer to other agencies and low employee participation in informal organizational activities.

These conditions indicate that performance improvement cannot be achieved solely through command and control mechanisms. Efforts are needed to increase job satisfaction, strengthen organizational commitment, and encourage voluntary work behaviors that support the organization. Job satisfaction reflects employees' positive feelings about their work and overall work experience (Robbins, 2022). Employees

who feel satisfied tend to be more motivated, loyal, and enthusiastic in their work. Research by Saputri et al. (2023) and Situmorang et al. (2023) proves that job satisfaction has a significant effect on employee performance in the government sector.

Conceptually, employee performance reflects the level of individual achievement in carrying out their duties and responsibilities. Performance is not only measured by output, but also by work processes and the effective use of resources (Rino et al., 2020). From an organizational perspective, performance is reflected in the quantity and quality of work output, attendance, and the ability to work together (Pawirosumarto et al., 2020). Afandi (2020) emphasizes that performance is the result of work achieved in accordance with legitimate and ethical authority and responsibilities. Performance indicators include work quality, work quantity, time efficiency, and ability to work together (Nabawi, 2020).

Job satisfaction is subjective and influenced by various organizational factors. Robbins (2022) states that job satisfaction is formed from assessments of work, work environment, social relationships, and reward systems. Factors such as leadership style, organizational justice, opportunities for development, and work-life balance have a significant impact on job satisfaction (Kumar et al., 2021; Zhang et al., 2023). Job satisfaction also contributes to mental well-being and reduced work stress (Nguyen et al., 2022). Multidimensionally, job satisfaction is measured through salary, working conditions, coworker relationships, opportunities for development, rewards, and management policies (Spector, 2022).

Job satisfaction plays an important role in encouraging Organizational Citizenship Behavior (OCB). Employees who feel emotionally satisfied tend to be motivated to perform voluntary actions outside of their formal duties. Behaviors such as helping colleagues and actively participating in organizational activities reflect OCB. Anuar (2023) shows that job satisfaction has a strong influence on OCB. This finding is in line with Organ's (2020) view that job satisfaction encourages positive responses from employees through voluntary actions that support the organization.

In addition to job satisfaction, organizational commitment also plays an important role in shaping employee behavior and performance. Organizational commitment reflects employees' emotional attachment, loyalty, and identification with the organization (Robbins, 2022). Meyer (2020) divides organizational commitment into affective, continuance, and normative commitment. Employees with high commitment tend to show dedication and willingness to give their best contribution. Putra et al. (2022) and Mangkunegara (2021) emphasize that organizational commitment has a significant effect on employee attitudes and performance.

Organizational commitment, particularly affective commitment, encourages the emergence of OCB as a form of belonging to the organization. Employees with high commitment tend to be loyal, caring, and willing to take additional actions for the advancement of the organization. Dewi et al. (2024) show that organizational commitment strengthens the influence of job satisfaction on OCB. This relationship is in line with the social exchange theory proposed by Meyer (2020). Organizational support will be reciprocated by employees through voluntary behavior that benefits the organization.

OCB is defined as voluntary behavior that is not included in the formal appraisal system but contributes significantly to organizational effectiveness (Organ et al., 2020). OCB includes the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 2019; Organ et al., 2020). Various studies show that OCB reduces absenteeism and turnover and increases job satisfaction and commitment (LePine et al., 2020; Podsakoff et al., 2024). OCB also strengthens the organization's ability to cope with environmental changes. Thus, OCB is an important asset in public service organizations.

The role of OCB as a link between job satisfaction, organizational commitment, and performance has been supported by numerous studies. Handayani et al. (2023), Fadhilah et al. (2024), and Surya et al. (2024) confirm that OCB mediates the influence of job satisfaction and organizational commitment on employee performance. Similar findings were reported by Lestari et al. (2022), Prasetyo et al. (2023), and Sari et al. (2023). Kuswardaningrum et al. (2024) and Ristiana et al. (2024) also showed that OCB improves individual and team work effectiveness. Organ (2020), Hadari (2021), as well as Sari et al. (2022) and Putra (2022) emphasize that OCB translates organizational commitment into concrete work actions.

Although the relationship between these variables has been extensively studied, research specifically examining the role of OCB as a mediating variable in regional health service agencies is still limited. The characteristics of workload, service pressure, and the socio-cultural context of the region make this sector unique. Sungai Penuh City has different geographical and work culture conditions compared to other regions. The limited contextual empirical evidence indicates a research gap. Therefore, this study aims to analyze the influence of job satisfaction and organizational commitment on employee performance through OCB at the Sungai Penuh City Health Office. The results of this study are expected to contribute theoretically and practically to human resource management in the regional health service sector. Based on this concept, the theoretical framework of this study was formed to explain the relationship between the variables studied:

Figure 1. Conceptual Framework

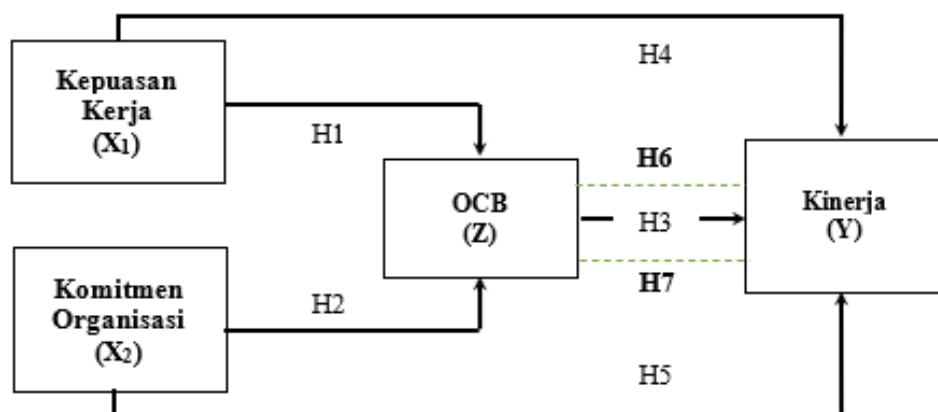


Figure 1. Conceptual Framework

METHODS/ RESEARCH METHODS

Approach and Type of Research

This study uses a quantitative approach with explanatory research. A quantitative approach was chosen because this study aims to measure the relationship between variables objectively through numerical data. Meanwhile, explanatory research is used to explain the cause-and-effect relationship between the variables studied. The main focus of the research is to examine the effect of job satisfaction and organizational commitment on employee performance. In addition, this study also analyzes the role of Organizational Citizenship Behavior (OCB) as an intermediary variable in this relationship.

Research Design and Model

The research design was developed based on the organizational behavior theoretical framework and empirical findings from previous studies. The independent variables in this study were job satisfaction (X1) and organizational commitment (X2), while the dependent variable was employee performance (Y). Organizational Citizenship Behavior (OCB) was placed as a mediating variable (Z) that bridged the influence of independent variables on dependent variables. The research model is designed to test the direct and indirect effects between variables simultaneously. With this design, the study is able to provide a comprehensive picture of the structural relationships.

Population and Sampling Technique

The population in this study consisted of all 47 employees of the Sungai Penuh City Health Office. Because the population size was relatively small, all members of the population were included as research respondents. Therefore, the sampling technique used was a census or total sampling (Sugiyono, 2021). This technique was used to obtain representative and comprehensive data. By involving the entire population, the research results are expected to reflect the real conditions of the organization.

Sources and Data Collection Techniques

The data sources in this study consist of primary and secondary data. Primary data was obtained by distributing questionnaires to all respondents and supplemented with supporting interviews to strengthen understanding of the research context. The questionnaire was designed using a Likert scale to measure respondents' perceptions of each variable indicator. Secondary data was obtained from official documents, agency reports, and relevant archives. A combination of primary and secondary data was used to improve the accuracy and completeness of the analysis.

Variable Operationalization

Each research variable is operationalized into indicators that can be measured quantitatively. Employee performance is measured through work quality, quantity of work output, time management effectiveness, and teamwork skills. Organizational Citizenship Behavior is measured using five main dimensions, namely altruism,

conscientiousness, sportsmanship, courtesy, and civic virtue. Job satisfaction is measured based on seven dimensions as proposed by Spector (2022). Meanwhile, organizational commitment is measured through affective, continuance, and normative dimensions.

Instrument Validity and Reliability Test

Before further analysis, all research instruments were first tested for validity and reliability. The validity test aimed to ensure that each indicator was able to accurately measure the intended construct. The reliability test was conducted to assess the consistency of the instrument's measurement results. Instruments that met the validity and reliability criteria were declared suitable for use in the analysis. This stage was important to ensure the accuracy and credibility of the research results.

Data Analysis Techniques

Data analysis in this study used a Partial Least Square-based Structural Equation Modeling (SEM-PLS) approach with the help of SmartPLS version 3.0 software. The SEM-PLS technique was chosen because it can handle limited sample sizes and does not require strict data normality assumptions. In addition, this method is effective for testing models that involve simultaneous mediation variables. SEM-PLS allows for the testing of measurement models and structural models in a single analysis. Thus, the relationships between variables can be analyzed comprehensively.

Evaluation of the Measurement Model (Outer Model)

Model measurement evaluation is conducted to assess the quality of indicators in representing latent constructs. Outer model testing includes assessment of factor loading values, composite reliability, and Average Variance Extracted (AVE). Discriminant validity is also tested to ensure that each construct has unique measurements. Indicators that meet these criteria are considered capable of accurately measuring variables. This stage forms the basis for model feasibility before structural relationship testing is conducted.

Structural Model Evaluation (Inner Model)

Structural model testing is conducted to assess the relationships between constructs in the research model. Inner model evaluation includes assessing the R^2 value to see the model's ability to explain the dependent variable. In addition, path coefficients are used to determine the direction and strength of the influence between variables. Effect sizes (f^2) are analyzed to assess the contribution of each independent variable. Predictive relevance (Q^2) is also used to assess the predictive ability of the model.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SEM-PLS. This technique was used to test the significance of direct and indirect effects between variables. The role of Organizational Citizenship Behavior as a mediating variable was analyzed using the Variance Accounted For (VAF) approach. The interpretation of the hypothesis testing results refers to the criteria proposed by Hair et al. (2021) and Henseler and Sarstedt (2021). Through this stage, the study was able

to empirically explain the mechanism of the influence of job satisfaction and organizational commitment on employee performance.

RESULTS AND DISCUSSION

RESULTS

A. Total Respondent Achievement

1. Distribution of Respondents' Performance Achievement (Y)

Employee performance (Y) in this study can be measured using 12 statements given to 47 respondents, each of which represents the indicators that form the variable. A summary of the respondents' achievements in terms of employee performance can be seen in Table 1 below:

Table 1
Distribution of Respondents' Achievement of Employee Performance Variable (Y)

No	Question Item	Total Score	Average	TCR	Ket
1	I complete my work with good results and rarely make mistakes.	205	4.36	87.23	Good
2	The work I have produced meets the established standards.	214	4.55	91.06	Very Good
3	I always strive to improve the quality of my work	209	4.45	88.94	Good
4	I can complete the work with the specified target amount.	213	4.53	90.64	Very Good
5	I can complete tasks faster than targeted without compromising quality.	211	4.49	89.79	Good
6	The volume of work I completed was relatively high.	208	4.43	88.51	Good
7	I can complete tasks on time.	177	3.77	75.32	Fair
8	I manage my work time efficiently and effectively.	184	3.91	78.30	Fair
9	I rarely procrastinate.	194	4.13	82.55	Good
10	I actively contribute to the work team.	219	4.66	93.19	Very Good
11	I am open to opinions and feedback from colleagues.	215	4.57	91.49	Very Good
12	I am able to resolve conflicts professionally within a team.	212	4.51	90.21	Very Good
Average		205.08	4.36	87.27	Good

Source: SPSS, 2025

Based on the results presented in Table 1, the performance of Sungai Penuh City Health Office employees achieved the highest score on the indicator of active involvement in teamwork, with an average score of 4.66 and a TCR of 93.19%, which is classified as excellent. This finding shows the strong spirit of collaboration and cooperation among employees. Conversely, the indicator of timeliness in completing

tasks received the lowest score, with an average score of 3.77 and a TCR of 75.32%, which is in the adequate category. The aspect of work time management also showed similar results, indicating that time management is still a major weakness in the performance of work. Overall, employee performance, with an average score of 4.36 and a TCR of 87.27%, falls into the good category, with strengths in work quality and teamwork, and limitations in efficiency and timeliness of task completion.

2. Distribution of Organizational Citizenship Behavior (OCB) Scores

The OCB variable or mediation in this study was measured through 10 statements given to 47 respondents, each of which represented the indicators that formed the variable. A summary of the respondents' responses to OCB is shown in Table 2 below:

Table 2
Distribution of Organizational Citizenship Behavior (Z) Scores Among Respondents

No	Question Item	Total Score	Average	TCR	Ket
1	I always help coworkers who are having difficulties without being asked.	166	3.53	70.64	Fair
2	I am willing to replace a colleague who cannot attend.	160	3.40	68.09	Sufficient
3	I arrive at and leave work on time.	175	3.72	74.47	Fair
4	I comply with all applicable regulations without supervision.	187	3.98	79.57	Fair
5	I remain positive even when facing unpleasant situations.	174	3.70	74.04	Fair
6	I don't complain excessively when facing difficulties at work	173	3.68	73.62	Fair
7	I try to maintain good relationships with my coworkers.	185	3.94	78.72	Fair
8	I provide the necessary information to my coworkers to prevent misunderstandings.	191	4.06	81.28	Good
9	I actively participate in organizational activities outside of working hours.	211	4.49	89.79	Good
10	I share ideas or suggestions for the advancement of the organization.	214	4.55	91.06	Very Good
Average		183.60	3.91	78.13	Fair

Source: SPSS, 2025

Based on the results in Table 2, the OCB level of employees at the Sungai Penuh City Health Office showed the highest achievement in the indicator of providing ideas or suggestions for organizational progress, with the analysis results showing an average score of 4.55 with a TCR of 91.06%, which is classified as very good. This finding indicates the high level of concern and initiative of employees in supporting organizational development. Conversely, the indicator of willingness to replace absent colleagues obtained the lowest score with an average score of 3.40 and a TCR

of 68.09%, which is in the adequate category, followed by several other indicators such as time discipline and positive attitude, which are also in the same category. Aggregately, the average OCB score was in the adequate category, with a score of 3.91 and a TCR of 78.13%, indicating that although employee initiative and participation were good, voluntary helpful behavior, discipline, and emotional resilience still needed strengthening.

3. Distribution of Respondents' Achievement of Job Satisfaction Variable (X_1)

Variable X_1 was measured using 15 statements given to 47 respondents, each of which represented an indicator of the variable. The results of the respondents' assessment of employee job satisfaction levels can be explained in the following table:

Table 3
Distribution of Respondents' Work Satisfaction Responses (X_1)

No	Question Item	Total Score	Average	TCR	Note
1	I consider the salary received to be commensurate with the workload.	133	2.83	56.60	Low
2	I am satisfied with the salary increase system at my workplace.	188	4.00	80.0	Good
3	I feel comfortable with the physical conditions of the work environment (cleanliness, lighting, ventilation, etc.).	176	3.74	74.89	Fair
4	I feel that my work environment supports me in working productively.	177	3.77	75.32	Fair
5	I have a good relationship with my coworkers.	176	3.74	74.89	Fair
6	My boss treats me with respect.	185	3.94	78.72	Fair
7	I feel unsuccessful in my job	174	3.70	74.04	Fair
8	My job provides me with positive challenges.	179	3.81	76.17	Fair
9	I am satisfied with the type and responsibilities of my job.	191	4.06	81.28	Good
10	I have a clear opportunity for promotion or job advancement.	196	4.17	83.40	Good
11	The organization provides me with the training or development I need.	189	4.02	80.43	Good
12	I am always given recognition or praise when I do a good job.	172	3.66	73.19	Fair
13	My contributions are recognized by my superiors or management.	173	3.68	73.62	Fair
14	I feel that the organization's policies are made fairly.	177	3.77	75.32	Fair
15	I am satisfied with the way management makes decisions.	160	3.40	68.09	Fair
Average		176.40	3.75	75.06	Fair

Source: SPSS, 2025

Based on Table 3, job satisfaction among employees of the Sungai Penuh City Health Office is categorized as good because they obtained the highest score on the indicator of promotion or career development opportunities, with an average score of 4.17 and a TCR of 83.40%. Conversely, the indicator of salary suitability with workload shows the lowest score of 2.83 and a TCR of 56.60% in the low category, accompanied by low satisfaction with the management decision-making process. Overall, the level of job satisfaction was in the adequate category with an average score of 3.75 and a TCR of 75.06%. This indicates that although career development aspects were rated as quite good, improvements are still needed in the compensation system and level of managerial transparency.

4. Distribution of Respondents' Achievement of Organizational Commitment Variable (X₂)

Variable X₂ in this study was measured using 9 statements given to 47 respondents, each of which represented indicators of organizational commitment. A summary of the respondents' achievements in terms of organizational commitment is explained and described as follows:

Table 4
Distribution of Respondents' Achievement of Organizational Commitment (X₂)

No	Question Item	Total Score	Average	TCR	Note
1	Emotionally, I feel deeply connected to the organization.	217	4.62	92.34	Very Good
2	I feel like this organization is my home.	222	4.72	94.47	Very Good
3	I am proud to be part of this organization.	221	4.70	94.04	Very Good
4	I remain in this organization because the costs incurred if I leave are too high.	218	4.64	92.77	Very Good
5	I would feel greatly disadvantaged if I had to leave this organization.	218	4.64	92.77	Very Good
6	I considered the practical consequences before deciding to leave the organization.	214	4.55	91.06	Very Good
7	I believe I have a moral responsibility to remain part of this organization.	218	4.64	92.77	Very Good
8	I feel responsible for being loyal to this organization.	169	3.60	71.91	Fair
9	I feel it would be unethical to leave this organization now.	170	3.62	72.34	Fair
Average		217	4.62	92.34	Very Good

Source: SPSS, 2025

Based on Table 4, the organizational commitment of employees of the Health Office in Sungai Penuh City, with an average score of 4.62 and a TCR of 92.34%, is in the very good category, reflecting the strong attachment of employees to the

organization. The sense of belonging indicator shows the highest value, while the moral responsibility aspect is in the adequate category, so that affective commitment is more dominant than normative commitment. These findings indicate that although the emotional attachment of employees is already strong, strengthening ethical values and moral responsibility is still necessary.

B. Measurement Model Testing

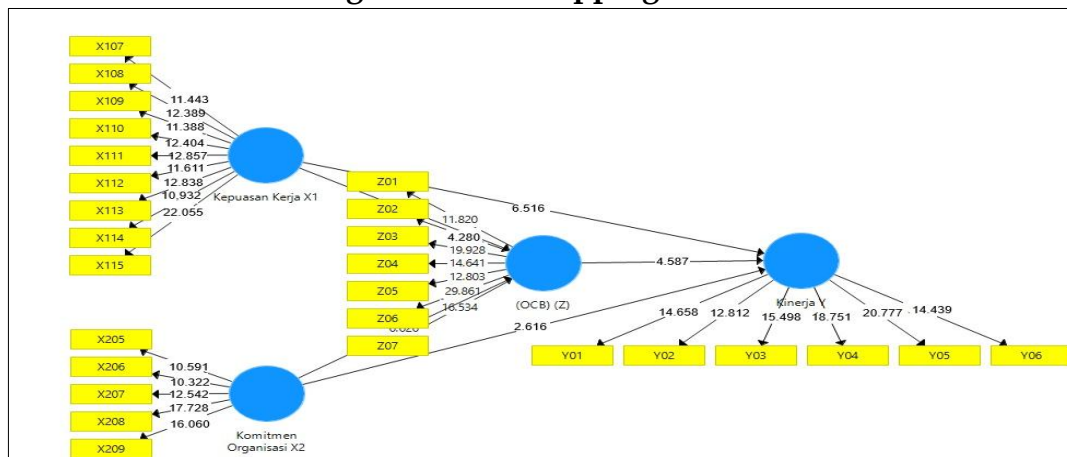
Testing of the model began with an evaluation of the measurement model to ensure the completeness and accuracy of the results. The evaluation results showed that all indicators on the variables of job satisfaction, organizational commitment, OCB, and employee performance met the criteria for validity and reliability. The factor loading values, composite reliability, and Cronbach's alpha were above the recommended limits, while the Average Variance Extracted (AVE) output exceeded 0.50. Discriminant validity testing using the Fornell-Larcker criteria, cross loading, and HTMT reinforced that each construct was unique and measured appropriately.

The evaluation of the structural model shows that between job satisfaction and organizational commitment, there is a positive and significant influence on OCB and employee performance. In addition, OCB also has a significant impact on performance. Testing this indirect effect proves that OCB plays a role in mediating employee job satisfaction and performance, as well as between organizational commitment and employee performance. The R^2 , f^2 , and Q^2 values indicate that the model has the ability to explain and predict changes in employee performance, making it suitable for explaining the mechanism of employee performance improvement.

C. Hypothesis Testing

Structural model testing was conducted after all indicators met the validity and reliability criteria in the *measurement model* stage. Further analysis used the *bootstrapping* technique in SmartPLS to test the research hypotheses. The decision to accept the hypothesis was based on the *t-statistics* value of the *two-tailed bootstrapping test*. The hypothesis was accepted if the *t-value* was greater than 1.96 at a significance level of 5% or the significance value was below 0.05 (Hair et al., 2021).

Figure 2. Bootstrapping Results



Source: PLS Data, 2025

Structural model testing was conducted to assess the pattern of relationships between latent constructs developed in the study and to determine the acceptability of the proposed hypotheses . The decision to accept or reject a hypothesis was based on the results of path coefficient estimates indicated by test statistics and their significance levels. A hypothesis is accepted if the test statistic value exceeds the critical limit of 1.96 and the sig or alpha value is below 0.05. All results of testing the relationship between variables are presented in detail in the following analysis table.

Table 5
Structural Model Assessment (Direct Effects)

Hubungan	Koefisien	Standar Deviasi	t Value	Sign.	Keputusan
Kepuasan kerja (X ₁) → Organizational citizenship behavior (OCB) (Z)	0,428	0,100	4,280	0,000	Diterima
Komitmen Organisasi (X ₂) → Organizational citizenship behavior (OCB) (Y)	0,742	0,097	7,669	0,000	Diterima
Organizational citizenship behavior (OCB) (Z) → Kinerja Pegawai (Y)	0,500	0,109	4,587	0,000	Diterima
Kepuasan kerja (X ₁) → Kinerja Pegawai (Y)	0,404	0,062	6,516	0,000	Diterima
Komitmen Organisasi (X ₂) → Kinerja Pegawai (Y)	0,526	0,201	2,616	0,031	Diterima

Source: PLS 2025 Data

Based on the test results shown in Table 5, the study shows that all hypotheses proposed are strongly supported by empirical evidence. The relationship between job satisfaction and Organizational Citizenship Behavior (OCB) is proven to be significant, as indicated by a t-statistic value of 4.280, which exceeds the critical limit (± 1.680) with a significance level of 0.000. These results indicate that an increase in job satisfaction directly impacts the emergence of organizational citizenship behavior among employees. The effect of job satisfaction on employee performance has also been empirically proven. A t-statistic value of 6.516 with a significance level of 0.000 shows that job satisfaction contributes greatly to improving employee performance. These results confirm that job satisfaction plays an important role as one of the factors that determine individual performance achievement.

Furthermore, testing the relationship between organizational commitment and OCB produced a t-statistic value of 7.669 with a significance level of 0.000. These results indicate a positive and significant relationship between the two variables. This means that the higher the level of employee commitment to the organization, the higher the likelihood that they will exhibit work behaviors that go beyond their main duties. The effect of organizational commitment on employee performance was also

proven to be significant, as indicated by a t-statistic value of 2.616 and a significance level of 0.031. Another finding shows that OCB plays an important role in improving employee performance. This can be seen from the t-statistic value of 4.587 with a significance level of 0.000, which indicates that behavior outside of formal roles contributes directly to individual work effectiveness. In addition, the mediation test results show that OCB significantly functions as an intermediary variable in the relationship between job satisfaction and employee performance, with a t-statistic value of 3.600 and a significance level of 0.003. The mediating role of OCB is also evident in the relationship between organizational commitment and employee performance. A t-statistic value of 3.342 with a significance level of 0.006 indicates that the impact of organizational commitment on employee performance is largely channeled through increased OCB behavior. Overall, these findings reveal that OCB functions as the main mechanism linking job satisfaction and organizational commitment to improved employee performance.

Discussion

The results of this study indicate that job satisfaction and commitment to the organization are important factors that encourage OCB among employees of the Sungai Penuh City Health Office. Employees who enjoy their work and have strong emotional ties and loyalty to the organization tend to exhibit out-of-role behaviors, such as helping colleagues, taking initiative, and maintaining a good working atmosphere. These findings are in line with previous studies that emphasize that a positive psychological atmosphere and a sense of belonging to the organization are the basis for voluntary behavior in the public sector (Miko et al., 2023; Aminudin et al., 2023; Anuar, 2023; Firdausi et al., 2024).

OCB has been proven to play an important role in improving employee performance. Voluntary behavior in the form of cooperation, initiative, and a positive attitude contributes to task effectiveness and the achievement of organizational goals. Employees who demonstrate OCB not only improve performance, but also act as catalysts for teamwork and social stability in the work environment. These findings are consistent with the results of studies by Kuswardaningrum et al. (2024), Miko et al. (2023), and Aminudin et al. (2023), which confirm that OCB is one of the important factors in improving performance, both in the public and private sectors.

In addition to OCB, job satisfaction and organizational commitment also have a direct impact on employee performance. Employees who feel satisfied and have high commitment usually work more diligently, responsibly, and focus on optimal results. These results support the findings of Miko et al. (2023), Aminudin et al. (2023), Dewi et al. (2024), and Khoregia et al. (2024), which place job satisfaction and organizational commitment as key factors in improving the performance of civil servants, especially in local government environments.

The mediation test results show that OCB plays a role in bridging and catalyzing the influence of job satisfaction and organizational commitment on employee performance. Job satisfaction and organizational commitment encourage the emergence of extra-role behavior, which in turn improves work effectiveness and quality. These findings confirm that OCB plays a strategic role as a link between employee psychological factors and performance outcomes, as evidenced by the

research of Miko et al. (2023), Aminudin et al. (2023), Dewi et al. (2024), and Firdausi et al. (2024).

CONCLUSION

Research shows that job satisfaction and commitment to the organization are key factors in shaping employees' voluntary behavior outside of their official duties or OCB and improving employee performance at the Sungai Penuh City Health Office. High job satisfaction encourages employees to perform actions that are not required, while organizational commitment strengthens employees' loyalty, sense of belonging, and willingness to make greater contributions. Both of these factors greatly influence the development of behavior beyond the call of duty, which supports work effectiveness.

In addition, job satisfaction and organizational commitment also play a role in directly influencing performance. Employees who feel satisfied and have strong ties to the organization tend to be more motivated, more dedicated, and more capable in carrying out their duties. The mediation test results show that OCB functions as a tool that strengthens the influence of job satisfaction and organizational commitment on employee performance. Therefore, to improve performance sustainably, these three aspects need to be strengthened simultaneously.

RECOMMENDATIONS

Based on the results of the study, the Sungai Penuh City Health Office is advised to continuously improve employee job satisfaction through a fair compensation system, a supportive work environment, performance appreciation, and targeted career development and training. These measures are crucial because job satisfaction not only has a direct impact on improving employee performance but also encourages the formation of voluntary behavior to support the organization (OCB), which contributes to improving the overall performance and effectiveness of the organization. In addition, strengthening organizational commitment needs to be done through open communication, transparency in decision-making, and employee involvement in the planning and evaluation process, in order to foster loyalty, a sense of belonging, and responsibility towards the organization. The development of a work culture that supports OCB also needs to be strengthened through the internalization of the values of cooperation and appreciation for voluntary behavior, and supported by an objective, transparent, and results-based performance appraisal system so that performance improvement can take place sustainably.

This study still has several limitations. The scope of the study only covers one local government agency, so the results cannot be used for comparison or application in a wider organizational context. In addition, the research model only focuses on the variables of job satisfaction, organizational commitment, OCB, and employee performance, while other factors that may affect performance have not been included in the analysis. Furthermore, the use of perception-based questionnaires has the potential to cause respondent subjectivity bias, and the cross-sectional research design is not yet capable of capturing the dynamics of long-term behavioral change. Considering these limitations, future research should involve more diverse subjects,

add other relevant explanatory variables, and apply a longitudinal design or mixed methods approach in order to obtain a more in-depth and comprehensive picture.

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