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The Effect of Job Satisfaction on Employee Performance Through Organizational Citizenship Behavior (OCB) as a Mediating Variable at PT Bosowa Berlian Motor Makassar

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Abstract: *This study examines the effect of job satisfaction on employee performance through Organizational Citizenship Behavior (OCB) as a mediating variable at PT Bosowa Berlian Motor Makassar. A quantitative approach with an explanatory research design was employed, using 183 observations and Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The statistical results indicate that job satisfaction has a positive and significant effect on employee performance (β = 0.336; p < 0.001) and OCB (β = 0.562; p < 0.001). Furthermore, OCB positively and significantly affects employee performance (β = 0.430; p < 0.001) and significantly mediates the relationship between job satisfaction and employee performance (β = 0.242; p < 0.001), indicating complementary partial mediation. The structural model explains 31.5% of the variance in OCB and 46.1% of the variance in employee performance. These findings are consistent with Social Exchange Theory, highlighting the importance of positive work attitudes and voluntary organizational behavior in supporting employee performance. The results suggest that organizations should strengthen job satisfaction and encourage OCB through supportive supervision, fair compensation, career development, and positive workplace relationships to promote employee performance.*
Keywords: *Job Satisfaction, Organizational Citizenship Behavior, Employee Performance.*

INTRODUCTION

Employee performance is determined not only by the ability to complete formal job responsibilities but also by employees' willingness to make voluntary contributions that support organizational effectiveness. Behaviors such as assisting colleagues, maintaining coordination, and taking initiative become increasingly important when job demands require cooperation among employees. Huang and Tsai (2024) demonstrated that Organizational Citizenship Behavior (OCB) plays a role in explaining the relationship between employees' recovery experiences and task performance. Their findings highlight the importance of voluntary behavior as a mechanism that can support work outcomes. Therefore, improving employee performance requires attention not only to employees' technical capabilities but also to the work attitudes and organizational behaviors that underlie their contributions.

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The importance of employee attitudes and behaviors becomes increasingly evident when considering employee engagement in Indonesia. The State of the Global Workplace 2026 report indicated that only 27% of Indonesian employees were actively engaged in their work, based on data collected in 2025 (Gallup, 2026). The trends in employee engagement in Indonesia over the past four years are presented in Table 1.

Year	Engaged Employees (%)
2022	24
2023	25
2024	27
2025	27

Table 1. *Percentage of Engaged Employees in Indonesia, 2022–2025*

Table 1 indicates that employee engagement in Indonesia increased by three percentage points between 2022 and 2025, although it remained unchanged between 2024 and 2025. In 2025, 68% of employees were categorized as not engaged, while 5% were classified as actively disengaged. These figures indicate that most employees had not achieved an active level of work engagement. Although employee engagement is conceptually distinct from job satisfaction and OCB, these findings highlight the importance of managing employee work experiences to encourage engagement and positive organizational contributions.

Job satisfaction is a work-related attitude that may influence employees' behavior and performance outcomes. It reflects employees' positive evaluations of their jobs and related aspects, including rewards, workplace relationships, working conditions, and career development opportunities. Monks et al. (2023) explained that fulfilling employees' needs for autonomy, competence, and relatedness plays an important role in promoting employee well-being. Furthermore, Spanouli et al. (2024) found that psychological need satisfaction was positively associated with OCB, both at the individual level and through changes in behavior over time. These findings provide a foundation for understanding how positive work experiences may be associated with employees' willingness to make voluntary contributions beyond their formal responsibilities.

The relationship between job satisfaction, OCB, and employee performance can be explained through Social Exchange Theory, which emphasizes that positive reciprocal relationships between individuals and organizations can encourage mutually beneficial behaviors. When employees experience satisfaction with their jobs, they may reciprocate by making contributions beyond their

formal obligations. Lian and Ding (2025) demonstrated that perceived reciprocity plays a role in explaining changes in employees' OCB. Consistent with this mechanism, Budianto and Kurniawati (2024) found that job satisfaction influenced OCB, while OCB influenced employee performance. Accordingly, OCB provides a theoretically grounded mechanism through which job satisfaction may be associated with employee performance.

Empirical findings concerning the relationships among these three variables, however, remain inconsistent. Setiani et al. (2023), in a study involving 89 employees of PT Magnum Attack Indonesia, found that job satisfaction had no significant effect on either OCB or employee performance and that OCB did not significantly mediate the relationship between job satisfaction and employee performance. In contrast, Budianto and Kurniawati (2024), based on a study involving 122 employees in the banking sector, found that OCB fully mediated the relationship between job satisfaction and employee performance. Similarly, Harmen et al. (2025) identified a mediating role of OCB in the relationship between job satisfaction and employee performance in a study involving 210 civil servants in Aceh, Indonesia. These differences suggest that the mediating role of OCB requires further examination across organizations and business sectors with different characteristics.

PT Bosowa Berlian Motor Makassar operates in the motor vehicle distribution and sales industry, where employee performance is essential for supporting operational activities and customer service delivery. Ramadani et al. (2023), in a study involving 41 employees of the company, examined the relationships between compensation, job satisfaction, work stress, and employee performance but did not incorporate OCB as a mediating variable. Subsequently, Safnah et al. (2025) reported a study population of 335 employees, with 78 respondents, and found that recruitment and employee placement positively influenced employee performance. These studies indicate that employee performance at the company has been examined through various human resource management factors; however, they have not directly explained the mechanism through which job satisfaction may influence performance through OCB. The reported population figure was obtained from previous research and does not constitute a verified count of active employees during the period of the proposed study.

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The need for further investigation is also supported by Irfan et al. (2022), who examined employees of PT Borwita Citra Prima Makassar. Their study, involving 73 employees, found that job satisfaction had no significant effect on either OCB or employee performance, whereas OCB had a positive and significant effect on employee performance. These findings suggest that relationships among the variables may differ even among private companies operating in the same geographical area. Thus, the research gap does not arise from a complete absence of studies examining job satisfaction, OCB, and employee performance, but rather from inconsistent empirical findings and the need to investigate the mediating mechanism of OCB within an automotive distribution company in Makassar.

Based on these research gaps, the novelty of the present study lies in examining the mediating role of OCB in the relationship between job satisfaction and employee performance, specifically at PT Bosowa Berlian Motor Makassar. This study also emphasizes the conceptual distinction between OCB as voluntary behavior beyond formal job requirements and employee performance as the accomplishment of core job responsibilities, thereby allowing both constructs to be measured separately. Specifically, this study aims to analyze the effect of job satisfaction on employee performance, the effect of job satisfaction on OCB, the effect of OCB on employee performance, and the indirect effect of job satisfaction on employee performance through OCB. The findings are expected to extend empirical evidence supporting Social Exchange Theory while providing practical insights for the company in fostering job satisfaction and voluntary organizational behavior to improve employee performance.

METHOD

This study employs a quantitative approach with an explanatory research design to examine the effect of job satisfaction on employee performance through Organizational Citizenship Behavior (OCB) as a mediating variable. Data will be collected using a cross-sectional survey to assess the relationships among the research variables. The study applies Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the direct and indirect relationships among job satisfaction, OCB, and employee performance (Guenther et al., 2023).

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The research will be conducted at PT Bosowa Berlian Motor Makassar, a private company operating in the automotive distribution and sales sector in Makassar, South Sulawesi, Indonesia. The study is scheduled for two months, from September to October 2026. Research activities will include instrument preparation, questionnaire distribution, data collection, data processing, and statistical analysis.

The study population comprises employees of PT Bosowa Berlian Motor Makassar. According to Safnah et al. (2025), the company had a research population of 335 employees. Based on this population, the required sample is estimated at 183 respondents using Slovin's formula with a 5% margin of error. The study will employ proportionate stratified random sampling to ensure proportional representation of employees across organizational units. Respondents will be randomly selected according to the proportion of employees in each unit.

This study utilizes primary and secondary data. Primary data will be collected through structured questionnaires distributed to 183 selected employees of PT Bosowa Berlian Motor Makassar from a research population of 335 employees, as reported by Safnah et al. (2025). The questionnaires will assess job satisfaction, Organizational Citizenship Behavior (OCB), and employee performance. Secondary data will be obtained from relevant scientific publications, previous studies, and company documents to support the theoretical framework and research analysis.

Job satisfaction (X) refers to employees' positive evaluations of their jobs based on the fulfillment of their work-related expectations and needs. Its measurement adopts five dimensions of the Job Descriptive Index discussed by Celbiş et al. (2023), including satisfaction with the work itself, compensation, promotion opportunities, supervision, and relationships with coworkers. These dimensions represent employees' perceptions of their responsibilities, rewards, career development, managerial support, and workplace relationships.

Organizational Citizenship Behavior (Z) refers to voluntary employee behavior that extends beyond formal job responsibilities and contributes to organizational effectiveness. Referring to Langdon et al. (2024), OCB is measured through five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These dimensions reflect employees' willingness to

assist colleagues, demonstrate responsibility beyond minimum requirements, maintain positive attitudes, prevent interpersonal conflicts, and participate actively in organizational activities.

Employee performance (Y) refers to employees' effectiveness in completing assigned tasks and achieving expected work outcomes. Its measurement adopts the task performance dimension of the Individual Work Performance Questionnaire (IWPQ), as validated in the Indonesian setting by Widyastuti et al. (2024). The indicators include work planning, timely task completion, achievement of expected results, task prioritization, work efficiency, and effective time management. The measurement emphasizes formal task performance to maintain a clear distinction between employee performance and voluntary organizational behavior.

Data will be collected using a structured questionnaire comprising 25 measurement items, consisting of ten items for job satisfaction, ten items for Organizational Citizenship Behavior (OCB), and five items for employee performance. All questionnaire items will be measured using a uniform five-point Likert scale, ranging from 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), to 5 (Strongly Agree). Higher scores indicate greater job satisfaction, stronger OCB, and better employee performance. The questionnaire will undergo expert review and pilot testing to ensure the clarity, relevance, and appropriateness of the measurement items before data collection.

Data will be analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The analysis will begin with descriptive statistics and data screening, followed by measurement model and structural model evaluation. According to Guenther et al. (2023), PLS-SEM enables researchers to assess the reliability and validity of latent constructs while simultaneously examining structural relationships among research variables.

The measurement model will be evaluated through outer loadings, Cronbach's alpha, composite reliability, Average Variance Extracted (AVE), and the Heterotrait-Monotrait Ratio (HTMT). Indicator loadings of at least 0.708, reliability coefficients of at least 0.70, AVE values of at least 0.50, and HTMT values below 0.90 will be used as the primary evaluation criteria. The structural model will be assessed using path coefficients, the coefficient of determination (R^2), effect size (f^2), and Variance Inflation Factor (VIF) to examine explanatory power, effect magnitude, and potential collinearity.

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Hypothesis testing will be conducted using a bootstrapping procedure with 10,000 resamples at a 5% significance level and 95% confidence intervals. The mediating role of OCB will be examined through the specific indirect effect of job satisfaction on employee performance. Mediation will be considered statistically significant when the bootstrap confidence interval excludes zero. The findings will be interpreted according to the magnitude, direction, and statistical significance of the relationships among the research variables.

RESULT AND DISCUSSION

RESULT

Descriptive Statistical Analysis

Descriptive statistical analysis was conducted to examine the distribution of responses across job satisfaction, Organizational Citizenship Behavior (OCB), and employee performance. The analysis involved 183 observations measured using a five-point Likert scale, with no missing values. Descriptive statistics included the mean, median, standard deviation, minimum, and maximum scores. The results are presented in Table 1.

Variable	N	Mean	Median	Std. Deviation	Min	Max
Job Satisfaction	183	4.123	4.400	0.906	1.400	5.000
Organizational Citizenship Behavior	183	4.163	4.500	0.865	1.400	5.000
Employee Performance	183	4.099	4.400	0.899	1.200	5.000

Table 2. *Descriptive Statistics of Measurement Items*
Source: Data processed using SmartPLS (2026).

Table 2 shows that all research variables have high mean scores, with OCB recording the highest mean (4.163), followed by job satisfaction (4.123) and employee performance (4.099). These findings indicate predominantly positive evaluations of the three constructs. The standard deviations range from 0.865 to 0.906, reflecting variation in individual responses despite the generally high average scores. At the indicator level, JS6 (4.224), OCB6 (4.235), and EP1 (4.175) recorded the highest mean scores within their respective variables. Furthermore, the negative skewness values across all indicators indicate that responses were concentrated toward the higher end of the Likert scale. Overall, the descriptive results demonstrate favorable response patterns across job satisfaction, OCB, and employee performance.

Measurement Model (Outer Model)

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The measurement model was evaluated to determine whether the indicators adequately represent their respective latent constructs. The assessment included convergent validity, discriminant validity, and construct reliability to establish the measurement quality before evaluating structural relationships (Guenther et al., 2023).

Convergent Validity Test

Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE). Indicators are considered satisfactory when their outer loadings exceed 0.708, while an AVE of at least 0.50 indicates adequate convergent validity (Guenther et al., 2023).

JS Indicator	Loading	OCB Indicator	Loading	EP Indicator	Loading
JS1	0.841	OCB1	0.859	EP1	0.859
JS2	0.855	OCB2	0.847	EP2	0.857
JS3	0.830	OCB3	0.824	EP3	0.863
JS4	0.839	OCB4	0.815	EP4	0.861
JS5	0.850	OCB5	0.855	EP5	0.822
JS6	0.866	OCB6	0.831	—	—
JS7	0.876	OCB7	0.859	—	—
JS8	0.871	OCB8	0.849	—	—
JS9	0.831	OCB9	0.882	—	—
JS10	0.839	OCB10	0.854	—	—
AVE	**0.723**	**AVE**	**0.719**	**AVE**	**0.727**

Table 3. *Convergent Validity Assessment*
Source: Data processed using SmartPLS (2026).

Table 3 indicates that all 25 indicators have outer loading values ranging from 0.815 to 0.882, exceeding the recommended threshold of 0.708. The AVE values for job satisfaction (0.723), OCB (0.719), and employee performance (0.727) also exceed 0.50. Therefore, all constructs satisfy the convergent validity criteria, and no indicators require elimination based on these results.

Discriminant Validity Test

Discriminant validity was examined using the Heterotrait-Monotrait Ratio (HTMT) to assess whether each latent construct is empirically distinct from the others. HTMT values below 0.90 indicate acceptable discriminant validity, with 0.85 representing a more conservative threshold (Henseler et al., 2015).

Construct Relationship	HTMT	Criterion	Result
Job Satisfaction – Employee Performance	0.618	< 0.90	Valid
Job Satisfaction – OCB	0.584	< 0.90	Valid
OCB – Employee Performance	0.662	< 0.90	Valid

Table 4. *Discriminant Validity Assessment (HTMT)*

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Source: Data processed using SmartPLS (2026).

Table 4 demonstrates that all HTMT values range from 0.584 to 0.662, remaining below both the 0.90 threshold and the more conservative 0.85 threshold. These findings indicate adequate discriminant validity, confirming that job satisfaction, OCB, and employee performance represent empirically distinguishable constructs.

Construct Reliability

Construct reliability was evaluated using Cronbach's alpha, rho_A, and composite reliability to assess the internal consistency of the measurement indicators. Reliability coefficients of at least 0.70 are generally considered acceptable (Guenther et al., 2023).

Variable	Cronbach's Alpha	rho_A	Composite Reliability
Job Satisfaction	0.957	0.957	0.963
Organizational Citizenship Behavior	0.956	0.958	0.962
Employee Performance	0.906	0.907	0.930

Table 5. *Construct Reliability Assessment*
Source: Data processed using SmartPLS (2026).

Table 5 shows that all reliability coefficients exceed 0.70, indicating high internal consistency across the three constructs. However, the coefficients for job satisfaction and OCB exceed 0.95, suggesting possible redundancy among their measurement indicators. Although the reliability requirements are satisfied, the similarity of items within these two constructs warrants further examination.

Structural Model Assessment (Inner Model)

The structural model was evaluated to determine the explanatory strength, effect magnitude, and predictive relevance of the relationships among the research variables. The assessment included the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

Coefficient of Determination (R^2)

The coefficient of determination measures the proportion of variance in an endogenous construct explained by its predictor variables. Higher R^2 values indicate greater explanatory power of the structural model.

Endogenous Variable	R^2	Adjusted R^2
Organizational Citizenship Behavior	0.315	0.312
Employee Performance	0.461	0.455

Table 6. *Coefficient of Determination*
Source: Data processed using SmartPLS (2026).

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Table 6 indicates that job satisfaction explains 31.5% of the variance in OCB, while the remaining 68.5% is not explained by the model. Furthermore, job satisfaction and OCB collectively explain 46.1% of the variance in employee performance, leaving 53.9% unexplained. These findings indicate that the proposed model accounts for a meaningful proportion of variation in both endogenous constructs.

Effect Size (f^2)

Effect size was assessed to determine the relative contribution of each predictor to the explained variance of its respective endogenous construct. Following Guenther et al. (2023), f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively.

Structural Relationship	f^2	Effect Size
Job Satisfaction → Employee Performance	0.143	Small
Job Satisfaction → OCB	0.461	Large
OCB → Employee Performance	0.235	Medium

Table 7. *Effect Size Assessment*
Source: Data processed using SmartPLS (2026).

Table 7 demonstrates that job satisfaction has a large effect on OCB (0.461), indicating its substantial contribution to explaining OCB. Meanwhile, OCB has a medium effect on employee performance (0.235), whereas job satisfaction has a small effect on employee performance (0.143). These results suggest that job satisfaction contributes more strongly to the explained variance of OCB than directly to employee performance.

Predictive Relevance (Q^2)

Predictive relevance was assessed using Stone–Geisser's Q^2, based on the reported cross-validated redundancy results. A Q^2 value greater than zero indicates that the structural model demonstrates predictive relevance for the corresponding endogenous construct under the blindfolding approach.

Endogenous Variable	SSO	SSE	Q^2
Organizational Citizenship Behavior	1,830.000	1,426.055	0.221
Employee Performance	915.000	618.048	0.325

Table 8. *Predictive Relevance Assessment*
Source: Data processed using SmartPLS (2026).

Table 8 shows positive Q^2 values for OCB (0.221) and employee performance (0.325), indicating predictive relevance for both endogenous constructs under the blindfolding procedure. Employee performance has a higher Q^2 value than OCB. However, these values represent

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blindfolding-based predictive relevance and should not be interpreted as evidence of out-of-sample predictive performance.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping results to evaluate the significance of direct and indirect relationships among job satisfaction, OCB, and employee performance. Relationships were considered statistically significant at the 5% significance level when their p-values were below 0.05.

Direct Effect Test

Direct effect testing was performed to examine the relationships between job satisfaction and employee performance, job satisfaction and OCB, and OCB and employee performance. The analysis considered standardized path coefficients, t-statistics, and p-values to determine the direction and significance of each relationship.

Structural Relationship	Path Coefficient	t-Statistic	p-Value	Result
Job Satisfaction → Employee Performance	0.336	4.108	< 0.001	Significant
Job Satisfaction → OCB	0.562	10.720	< 0.001	Significant
OCB → Employee Performance	0.430	5.439	< 0.001	Significant

Table 9. *Direct Effect Hypothesis Testing*
Source: Data processed using SmartPLS (2026).

Table 9 demonstrates that job satisfaction has a positive and significant effect on employee performance ($\beta = 0.336$; $p < 0.001$) and OCB ($\beta = 0.562$; $p < 0.001$). Furthermore, OCB has a positive and significant effect on employee performance ($\beta = 0.430$; $p < 0.001$). These results support all three proposed direct relationships, with job satisfaction exhibiting the strongest standardized path coefficient toward OCB.

Indirect Effect Test

Indirect effect testing was conducted to examine whether OCB mediates the relationship between job satisfaction and employee performance. The mediating effect was evaluated using the specific indirect path coefficient and its statistical significance.

Mediating Relationship	Path Coefficient	t-Statistic	p-Value	Result
Job Satisfaction → OCB → Employee Performance	0.242	4.700	< 0.001	Significant

Table 10. *Indirect Effect Hypothesis Testing*
Source: Data processed using SmartPLS (2026).

Table 10 indicates that job satisfaction has a positive and significant indirect effect on employee performance through OCB ($\beta = 0.242$; $t = 4.700$; $p < 0.001$). Since both the direct effect

of job satisfaction on employee performance and its indirect effect through OCB are positive and statistically significant, the results indicate complementary partial mediation. This finding suggests that OCB serves as an additional explanatory mechanism linking job satisfaction to employee performance.

DISCUSSION

The Effect of Job Satisfaction on Employee Performance

The hypothesis testing results indicate that job satisfaction has a positive and statistically significant effect on employee performance, with a path coefficient of 0.336, a t-statistic of 4.108, and a p-value below 0.001. These results demonstrate a positive relationship between employees' satisfaction with their jobs and their performance in completing assigned responsibilities. Therefore, the first hypothesis (H1), proposing that job satisfaction positively and significantly affects employee performance, is supported.

Theoretically, this relationship is consistent with the Job Demands–Resources (JD-R) Theory discussed by Bakker et al. (2023), which explains how favorable working conditions and adequate job resources can support employee well-being, motivation, and performance. Job satisfaction reflects employees' positive evaluations of their work experiences, which may encourage greater concentration, responsibility, and commitment to accomplishing assigned tasks. Accordingly, positive work attitudes provide a reasonable explanation for the observed relationship between job satisfaction and employee performance.

The findings align with Ramadani et al. (2023), who identified a positive and significant relationship between job satisfaction and employee performance at PT Bosowa Berlian Motor. However, Setiani et al. (2023) reported that job satisfaction did not significantly influence employee performance at PT Magnum Attack Indonesia. These contrasting findings suggest that the relationship between job satisfaction and performance may vary across organizations, depending on workplace characteristics, management practices, and employee experiences.

Theoretically, these findings reinforce the relevance of positive work attitudes in explaining employee performance. Practically, they suggest that PT Bosowa Berlian Motor Makassar should prioritize job satisfaction through fair compensation, supportive supervision, career development opportunities, and constructive workplace relationships. These initiatives may

help strengthen employees' motivation and effectiveness in fulfilling their responsibilities, thereby supporting improvements in individual performance.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The statistical results demonstrate that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB), with a path coefficient of 0.562, a t-statistic of 10.720, and a p-value below 0.001. This relationship represents the strongest standardized path coefficient in the proposed structural model. The positive coefficient indicates that higher job satisfaction is associated with stronger voluntary organizational behavior. Therefore, the second hypothesis (H2), stating that job satisfaction positively and significantly affects OCB, is supported.

This relationship can be explained through Social Exchange Theory, as developed by Blau (1964), which emphasizes reciprocity in social relationships. Employees who perceive their work experiences positively may respond by contributing beyond their formal responsibilities. Such contributions can include assisting colleagues, maintaining cooperation, demonstrating initiative, and participating in organizational activities. From this perspective, OCB represents a potential behavioral response to favorable employment experiences and positive relationships between employees and their organizations.

The findings are consistent with Sridadi et al. (2024), who demonstrated that job satisfaction significantly influences OCB among correctional institution employees in Indonesia. Similarly, Budianto and Kurniawati (2024) found that job satisfaction significantly affected OCB among employees in the Indonesian banking sector. Conversely, Setiani et al. (2023) reported an insignificant relationship between job satisfaction and OCB. These differences indicate that employees' willingness to engage in voluntary organizational behavior may depend on additional organizational and individual factors.

Theoretically, these results strengthen the explanatory relevance of Social Exchange Theory by demonstrating a positive association between job satisfaction and voluntary employee contributions. Practically, the findings highlight the importance of creating satisfying work experiences through supportive leadership, recognition, fair treatment, and positive interpersonal relationships. Management should also encourage employees to participate voluntarily in

collaborative activities without making additional contributions an excessive or compulsory work requirement.

The Effect of Organizational Citizenship Behavior on Employee Performance

The hypothesis testing results reveal that OCB has a positive and significant effect on employee performance, with a path coefficient of 0.430, a t-statistic of 5.439, and a p-value below 0.001. These results indicate that stronger voluntary organizational behavior is positively associated with employees' ability to accomplish their primary job responsibilities. Therefore, the third hypothesis (H3), proposing that OCB positively and significantly affects employee performance, is supported.

Theoretically, this finding is consistent with Social Exchange Theory and the organizational behavior framework discussed by Gogia et al. (2024). Voluntary behaviors, including helping colleagues, maintaining cooperation, and preventing interpersonal conflicts, can facilitate information exchange and improve coordination within work teams. Such behaviors may contribute to a supportive working environment that enables employees to perform their formal responsibilities more effectively. Thus, OCB can serve as a complementary behavioral resource supporting individual performance.

The findings align with Huang and Tsai (2024), who identified the importance of OCB in explaining task performance among hotel employees. Similarly, Budianto and Kurniawati (2024) reported that OCB significantly influenced employee performance in the banking sector. These studies provide supporting evidence that voluntary organizational contributions may be associated with improved work outcomes across different industries, although their magnitude can vary according to organizational characteristics.

Theoretically, these results reinforce the distinction between OCB as discretionary organizational behavior and employee performance as the accomplishment of formal work responsibilities, while demonstrating a positive relationship between the two constructs. Practically, PT Bosowa Berlian Motor Makassar could encourage constructive cooperation, knowledge sharing, mutual assistance, and employee participation in organizational activities. Developing these behaviors may improve workplace coordination and support more effective task completion.

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The Mediating Role of Organizational Citizenship Behavior in the Relationship Between Job Satisfaction and Employee Performance

The indirect effect analysis indicates that job satisfaction has a positive and statistically significant relationship with employee performance through OCB, with an indirect path coefficient of 0.242, a t-statistic of 4.700, and a p-value below 0.001. Furthermore, the direct relationship between job satisfaction and employee performance remains positive and significant ($\beta = 0.336$; $p < 0.001$). These results indicate complementary partial mediation, in which job satisfaction is associated with employee performance both directly and indirectly through OCB. Therefore, the fourth hypothesis (H4), proposing that OCB significantly mediates the relationship between job satisfaction and employee performance, is supported.

The mediating relationship is consistent with Social Exchange Theory, which explains how favorable organizational experiences may encourage employees to reciprocate through constructive behaviors (Blau, 1964). Job satisfaction may encourage employees to contribute voluntarily beyond their formal duties, while these contributions can support cooperation, coordination, and task accomplishment. Gogia et al. (2024) further demonstrated the relevance of OCB as a behavioral mechanism connecting positive organizational experiences with job performance. Accordingly, OCB provides an additional explanatory pathway through which job satisfaction is associated with employee performance.

The findings are supported by Harmen et al. (2025), who identified a significant mediating role of OCB in the relationship between job satisfaction and employee performance among civil servants in Aceh, Indonesia. Budianto and Kurniawati (2024) also demonstrated the mediating role of OCB, although their study identified full mediation rather than partial mediation. In contrast, Setiani et al. (2023) found no significant mediating effect of OCB. These differences highlight the importance of examining mediation mechanisms across different organizational settings and employee characteristics.

Theoretically, these results extend the application of Social Exchange Theory by demonstrating that OCB provides an additional pathway linking job satisfaction with employee performance. The significant direct and indirect relationships suggest that job satisfaction and voluntary organizational behavior should be considered complementary aspects of employee

management. Practically, PT Bosowa Berlian Motor Makassar could integrate job satisfaction initiatives with programs that encourage teamwork, mutual support, employee recognition, and constructive participation. Such an integrated approach may support employee performance through both positive work attitudes and voluntary organizational contributions.

CONCLUSION

The analysis demonstrates that job satisfaction has a positive and significant relationship with employee performance and Organizational Citizenship Behavior (OCB). Furthermore, OCB is positively and significantly associated with employee performance and exhibits a complementary partial mediating effect on the relationship between job satisfaction and employee performance. All four proposed hypotheses are supported, with the structural model explaining 31.5% of the variance in OCB and 46.1% of the variance in employee performance. These results indicate that job satisfaction is associated with employee performance both directly and indirectly through voluntary organizational behavior.

Theoretically, the findings are consistent with Social Exchange Theory, emphasizing the importance of positive reciprocal relationships between employees and organizations. Practically, the results suggest that PT Bosowa Berlian Motor Makassar could prioritize employee satisfaction through supportive supervision, fair compensation, career development opportunities, and positive workplace relationships while encouraging OCB to support employee performance. Future research should examine additional organizational factors and employ longitudinal designs to provide a more comprehensive understanding of the relationships among the variables.

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