

Determination of Organizational Citizenship Behavior in Outsourcing Employees at PT Kosami Sejahtera Utama

Aulia Dwi Kumala*, Puji Wahono, Usep Suhud

Universitas Negeri Jakarta, Indonesia

Email: adwikumala@gmail.com*, wahono@unj.ac.id, suhud@unj.ac.id

Keywords	Abstract
Organizational Citizenship Behavior; Job Satisfaction; Work Motivation; Organizational Commitment; Outsourcing	This study examines the determinants of Organizational Citizenship Behavior (OCB) among outsourcing employees at PT Kosami Sejahtera Utama, an outsourcing company supporting terminal operations at Soekarno-Hatta International Airport. Outsourced workers in Indonesia frequently face job insecurity and low job satisfaction, which negatively affects their willingness to engage in voluntary behaviors beyond formal duties behaviors essential for organizational effectiveness. Preliminary observations at PT Kosami Sejahtera Utama revealed indications of low OCB across multiple dimensions, including reluctance to help coworkers voluntarily and various disciplinary violations. This research employed a quantitative approach with an explanatory design, utilizing a population of 332 employees and a sample of 270 respondents selected through purposive sampling. Data were collected using a structured questionnaire measured on a six-point Likert scale and analyzed using Structural Equation Modeling (SEM) with AMOS version 29. The findings reveal that: (1) job satisfaction has a significant positive effect on OCB (CR=6.848, $p<0.05$); (2) job satisfaction significantly influences organizational commitment (CR=10.217, $p<0.05$); (3) work motivation significantly affects organizational commitment (CR=9.389, $p<0.05$); (4) work motivation significantly influences OCB (CR=6.690, $p<0.05$); and (5) organizational commitment significantly affects OCB (CR=3.657, $p<0.05$). These results confirm that enhancing job satisfaction, work motivation, and organizational commitment serves as an effective strategy for fostering employee OCB in outsourcing companies. The research contributes to the application of Social Exchange Theory in non-permanent employment contexts and offers practical implications for improving the sustainable quality of airport operational services through targeted human resource management policies.

INTRODUCTION

The global employment landscape is increasingly characterized by the growing use of contract work and outsourcing arrangements as organizational efficiency strategies (Amoozegar et al., 2025; Charles & Ochieng, 2023). This phenomenon has become prevalent not only in Indonesia but also across various countries as organizations pursue workforce flexibility and operational cost reduction. However, behind these efficiency gains, outsourcing systems frequently generate fundamental issues related to job security, welfare, and employee loyalty toward the organizations where they work, ultimately affecting the quality of employee contributions beyond their formal duties.

Specifically in Indonesia, based on data from the Central Bureau of Statistics (BPS) in 2023, approximately 34% of the total formal workforce is employed under contract and outsourcing arrangements. Surveys conducted by the Labor Research Institute further found

that more than 62% of outsourcing workers expressed dissatisfaction with their working conditions, particularly regarding wages, job security, and access to social security. This uncertainty impacts employees' ability to work wholeheartedly, which in turn affects their productivity and workplace behaviors. Similar conditions were identified at PT Kosami Sejahtera Utama (PT KSU), an outsourcing company providing manpower services to support the terminal facilities of Soekarno-Hatta Airport. Preliminary observations revealed that most employees were unwilling to voluntarily assist coworkers, feeling that each had their own designated tasks. Additionally, various disciplinary violations were observed, including unauthorized absences, tardiness, early departures, working outside scheduled rosters, smoking during working hours, and even employees soliciting money from passengers all indicating the absence of Organizational Citizenship Behavior (OCB) dimensions such as altruism, civic virtue, and conscientiousness.

Over the past decade, numerous studies have examined the factors influencing OCB across various organizational contexts. Wicaksono and Priyono (2022) found that job satisfaction affects OCB through organizational commitment as a mediating variable among Customs and Excise employees. Rusmayanti et al. (2022) demonstrated that organizations with employees who exhibit OCB tend to achieve superior work outcomes, while Tan and Rustam (2024) examined the influence of motivation, job satisfaction, and organizational commitment on OCB among employees of PT Sentosa Prima Utama.

Nuzula et al. (2022) highlighted the role of transformational leadership and affective commitment in shaping OCB, whereas Nurjanah et al. (2020) and Fathiyah and Pasla (2021) identified job satisfaction, work motivation, and organizational commitment as important determining factors for OCB across various types of organizations, ranging from government to private sectors. More recently, Regen et al. (2022) confirmed the mediating role of organizational commitment in the relationship between motivation and OCB, while Pandaleke et al. (2024) examined the influence of leadership styles and organizational commitment on employee performance through OCB as an intervening variable.

Phuc (2022) specifically investigated factors affecting OCB among officials and employees at Tan Son Nhat International Airport in Vietnam, providing comparative insights for the airport operations context. Yakupoğlu (2025) recently demonstrated that job satisfaction and motivation significantly impact organizational commitment among airline employees in Turkey, while Perwirajati and Christian (2026) confirmed the positive influence of organizational commitment on OCB among airport operator employees in West Papua.

Despite these valuable contributions, studies specifically examining OCB among outsourcing employees in the aviation sector remain remarkably limited. The majority of previous research has focused on permanent employees in government or general private sectors, without accounting for the unique characteristics of outsourcing workers who face employment uncertainty and limited access to organizational facilities. Research on OCB among outsourced workers in airport operational environments, particularly within companies supporting operations at Southeast Asia's busiest airport, has been largely absent, creating a significant knowledge gap in the human resource management literature. This gap is particularly concerning given the critical role of outsourced staff in maintaining seamless airport operations and service quality.

The urgency of this research lies in the fact that Soekarno-Hatta Airport, as one of the busiest airports in Southeast Asia with passenger numbers continuously increasing annually, heavily depends on the quality of human resource services predominantly obtained through outsourcing schemes. The low level of OCB among outsourced employees potentially disrupts operational smoothness and diminishes service quality for airport service users. This situation is especially critical given the competitive pressures facing Indonesian airports and the growing expectations of domestic and international travelers. Understanding the factors that can promote OCB among this workforce segment is therefore essential for the sustainability of airport operational service quality and national aviation competitiveness.

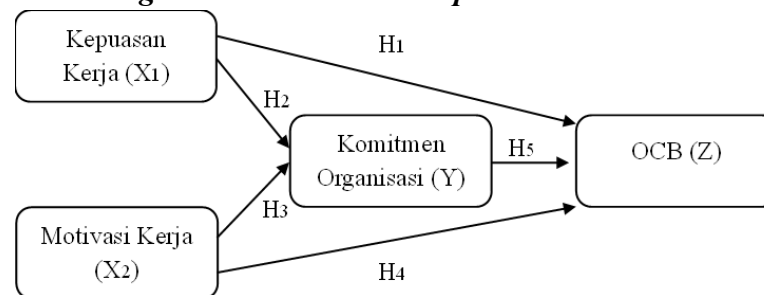
The novelty of this research lies in the simultaneous testing of three OCB drivers job satisfaction, work motivation, and organizational commitment within the specific context of outsourcing employees in the airport operational environment, a population relatively understudied compared to permanent employees or employees in other service sectors. This study employs Structural Equation Modeling (SEM) based on AMOS to comprehensively examine the relationships among variables, enabling more sophisticated analysis than conventional regression methods used in most previous studies. Additionally, this research specifically contributes to understanding how Social Exchange Theory applies in non-traditional employment relationships within the aviation service sector, an area requiring further theoretical development and empirical validation.

Based on the foregoing elaboration, this research aims to examine and analyze the influence of job satisfaction and work motivation on organizational commitment, as well as the influence of job satisfaction, work motivation, and organizational commitment on Organizational Citizenship Behavior among outsourcing employees of PT Kosami Sejahtera Utama. Theoretically, this research contributes to enriching the literature on the application of Social Exchange Theory in explaining the reciprocal relationships between job satisfaction, work motivation, organizational commitment, and OCB, particularly in the context of outsourced labor in the air transportation sector. The Social Exchange Theory provides a robust framework for understanding how employees respond to organizational actions based on the extent to which organizations can provide needed resources and meet individual expectations, which are then reciprocated through commitment, motivation, and OCB (Berlianto et al., 2024; Lusono, 2022). This theoretical lens is particularly relevant for outsourcing contexts where workers may have less formal attachment to organizations yet still engage in exchange relationships that influence their workplace behaviors.

Practically, the results of this research can serve as evaluation material and recommendations for the management of PT Kosami Sejahtera Utama and other outsourcing companies in designing policies to enhance job satisfaction, motivation, and employee commitment, thereby fostering OCB that ultimately contributes to improving the quality of airport operational services sustainably. The research findings have direct implications for human resource management practices, including compensation systems, supervision approaches, career development programs, and employee engagement initiatives that specifically address the needs and concerns of outsourced workers. Furthermore, the findings can inform broader industry policy discussions regarding the treatment and development of outsourced workers in critical service sectors. Ultimately, this research seeks to contribute to

both academic knowledge and practical management strategies for optimizing the contributions of an increasingly significant segment of the modern workforce.

Figure 1. Research Conceptual Framework



Source: Developed by the authors based on the research hypothesis (2026).

H1: Job satisfaction has a significant effect on organizational citizenship behavior.

H2: Job satisfaction has a significant effect on organizational commitment.

H3: Work motivation has a significant effect on organizational commitment.

H4: Work motivation has a significant effect on organizational citizenship behavior.

H5: Organizational commitment has a significant effect on organizational citizenship behavior.

METHOD

This study was conducted at PT Kosami Sejahtera Utama (PT KSU), an outsourcing company providing manpower services to support the terminal operations of Soekarno-Hatta International Airport. This research employed a quantitative approach with an explanatory design, aimed at examining the causal relationships between job satisfaction, work motivation, organizational commitment, and organizational citizenship behavior (OCB) among outsourced employees.

The population in this study consisted of 332 outsourced employees working at PT Kosami Sejahtera Utama. Using purposive sampling technique, a sample of 270 employees was selected based on specific criteria relevant to the research objectives, such as employment status and minimum tenure at the company, in order to ensure that respondents possessed adequate understanding of the organizational dynamics being studied.

Data were collected through a structured questionnaire consisting of 20 statement items covering four research variables, namely job satisfaction, work motivation, organizational commitment, and organizational citizenship behavior. Each item was measured using a six-point Likert scale, ranging from strongly disagree (1) to strongly agree (6), in order to capture more nuanced variations in respondents' perceptions and to minimize the tendency of neutral or central-tendency responses commonly found in odd-numbered scales.

The data obtained were analyzed using the Structural Equation Modeling (SEM) technique with the aid of Analysis of Moment Structures (AMOS) software version 29. The analysis process was carried out through several stages, beginning with validity testing using factor loading values (with a minimum threshold of 0.40) and Average Variance Extracted (AVE) values (with a minimum threshold of 0.5) to assess convergent and discriminant validity. This was followed by reliability testing using Cronbach's Alpha coefficients, with a minimum acceptable value of 0.7 to confirm the internal consistency of each research instrument.

Subsequently, model fit testing was conducted through full model and fitted model analysis, evaluated using several goodness-of-fit indices, including Probability (P), CMIN/DF, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation

(RMSEA), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI). Indicators that did not meet the goodness-of-fit criteria in the initial full model were eliminated to obtain a fitted model that satisfied the required thresholds before proceeding to hypothesis testing.

Hypothesis testing was performed based on the Critical Ratio (C.R.) and p-value derived from the regression weights of the structural model. A hypothesis was considered accepted if the Critical Ratio value exceeded 1.96 and the p-value was smaller than 0.05, indicating a statistically significant relationship between the tested variables. This method allowed the researchers to comprehensively examine both the direct and indirect effects among job satisfaction, work motivation, organizational commitment, and organizational citizenship behavior within a single integrated structural model.

RESULTS AND DISCUSSION

Validity Testing Validity testing can be seen from factor loadings greater than 0.40. Furthermore, discriminant validity is assessed by examining the Average Variance Extracted (AVE) value. The recommended value is above 0.5.

Table 1 Value of Loading Factor

	Job Satisfaction (X1)		Work Motivation (X2)		Organizational Commitment (Y)		OCB (Z)
KK 1	0,824	MK 1	0,848	KO 1	0,883	OCB 1	0,898
KK 2	0,847	MK 2	0,886	KO 2	0,878	OCB 2	0,907
KK 3	0,816	MK 3	0,842	KO 3	0,896	OCB 3	0,857
KK 4	0,843	MK 4	0,838	KO 4	0,879	OCB 4	0,866
KK 5	0,841	MK 5	0,857	KO 5	0,871	OCB 5	0,876

Source: Processed primary data using AMOS 29, 2026.

Table 2 Average Variance Extracted (AVE)

Variable	AVE
Job Satisfaction	0,696
Work Motivation	0,729
Organizational Commitment	0,776
OCB	0,776

Source: Processed primary data using AMOS 29, 2026.

Table 1 shows that all indicators have loading factor values greater than 0.40, while Table 2 shows that all variables have AVE values exceeding 0.5, indicating validity.

Reliability Testing

Reliability testing is assessed using the Cronbach's alpha assessment criteria, which must exceed 0.7 for a research instrument to be considered reliable. Table 4.3 below shows that the Cronbach's alpha values for all latent variables are greater than 0.7, indicating reliability for all variables in the study.

Table 3 Value of Cronbach's Alpha

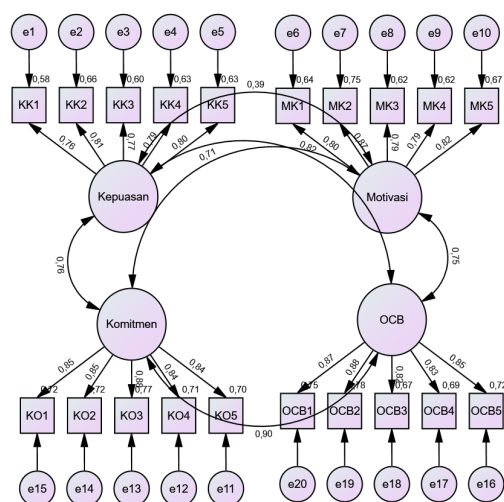
Variable	Cronbach's Alpha
Job Satisfaction	0,891
Work Motivation	0,907
Organizational Commitment	0,928
OCB	0,927

Source: Processed primary data using AMOS 29, 2026.

Model Suitability Test

A full model test was conducted to determine whether all variables in this study met the suitability requirements for model testing. The test results found that the model did not meet the requirements because an index of $P=0.003$ was not met. Therefore, adjustments were necessary to obtain a model that met the criteria for hypothesis testing.

Figure 2 Full Model



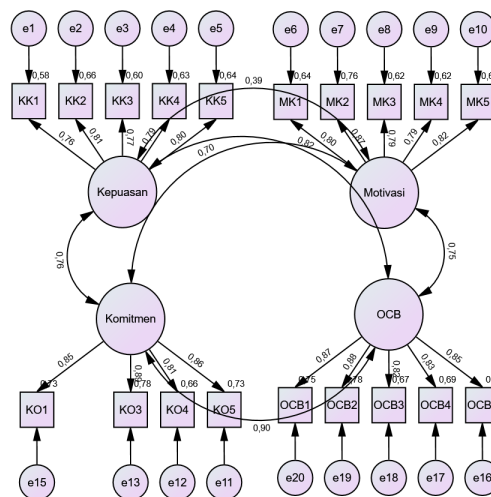
Source: AMOS 29 output based on processed primary data, 2026.

Table 4 Results of the Full AMOS SEM Model

Index	Cut of Value	Results	Model Evaluation
P	> 0,05	0,003	Not yet suitable
CMIN/DF	≤ 2,00	1,328	Suitable
GFI	> 0,90	0,927	Suitable
AGFI	> 0,90	0,907	Suitable
RMSEA	< 0,08	0,035	Suitable
TLI	> 0,90	0,986	Suitable
CFI	> 0,95	0,988	Not yet suitable

Source: Processed primary data using AMOS 29, 2026.

Figure 3 Fitted Model



Source: AMOS 29 output based on processed primary data, 2026.

Table 5 Results of the Fitted AMOS SEM Model

Index	Cut of Value	Result	Model Evaluation
P	> 0,05	0,314	Appropriate
CMIN/DF	≤ 2,00	1,053	Appropriate
GFI	> 0,90	0,945	Appropriate
AGFI	> 0,90	0,929	Appropriate
RMSEA	< 0,08	0,014	Appropriate
TLI	> 0,90	0,998	Appropriate
CFI	> 0,95	0,998	Appropriate

Source: Processed primary data using AMOS 29, 2026.

In Figure 3, the organizational commitment variable initially had five indicators in the full model. After testing, one indicator had to be eliminated to meet the goodness of fit criteria, as presented in Figure 3 and Table 5. This left only four indicators. The results of the fitted model test showed a P-value of 0.314, CMIN/DF of 1.053, GFI of 0.945, AGFI of 0.929, RMSEA of 0.014, TLI of 0.998, and CFI of 0.998. This indicates that the model is fit and meets the criteria and can proceed to hypothesis testing.

The Critical Ratio (CR) and p-value derived from the regression weight must be greater than 1.96, and the p-value must be less than 0.05. Acceptance of the hypothesis is determined based on these two values.

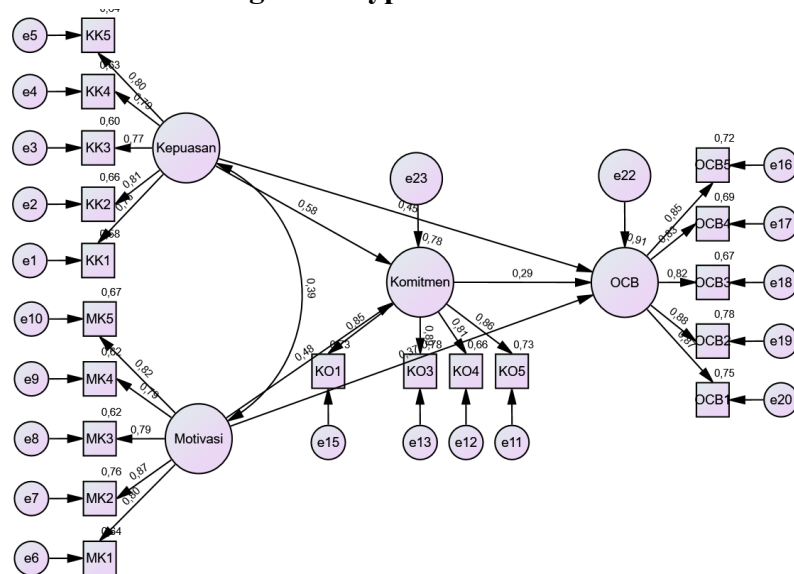
Table 6 Hypothesis Test Results

	Variable	Variable	C.R. (t-value)	P	Hypothesis Test Results
1	Job satisfaction	→ OCB	6,848	***	Accepted
2	Job satisfaction	→ Organizational Commitment	10,217	***	Accepted
3	Job satisfaction	→ Organizational Commitment	9,389	***	Accepted
4	Job satisfaction	→ OCB	6,690	***	Accepted
5	Organizational Commitment	→ OCB	3,657	***	Accepted

Source: Processed primary data using AMOS 29, 2026.

Based on the results of the hypothesis test, it appears that the five hypotheses proposed were accepted. This is because all hypotheses have a Critical Ratio value exceeding 1.96 and a p-value smaller than 0.05

Figure 4 Hypothesis Model



Source: AMOS 29 output based on processed primary data, 2026.

The Influence of Job Satisfaction on Organizational Citizenship Behavior

In this study, the variable of job satisfaction on organizational citizenship behavior has a Critical Ratio (C.R.) value of 6.848, which exceeds 1.96, and a p-value of 0.000, which is less than 0.05. Thus, job satisfaction among outsourcing employees at PT Kosami Sejahtera Utama has a positive and significant effect on organizational citizenship behavior. These results indicate that the first hypothesis (H1) is accepted.

Job satisfaction possessed by outsourcing employees at PT Kosami Sejahtera Utama effectively plays a role in enhancing their organizational citizenship behavior. Job satisfaction can influence employees' organizational citizenship behavior because when organizations are willing to provide rewards or salaries commensurate with the work performed by employees,

they will feel satisfied with what they do. When employees feel satisfied with the organization, they will gladly implement OCB behaviors such as helping colleagues complete unfinished team tasks (Regen et al., 2022). This finding aligns with the fundamental premise of Social Exchange Theory, which suggests that employees reciprocate positive organizational treatment through discretionary behaviors that benefit the organization (Blau, 1964).

The results of this study are consistent with research conducted by Phuc (2022), which also proved that there is a significant influence of job satisfaction on organizational citizenship behavior among workers at Tan Son Nhat International Airport in Vietnam. This consistency across Southeast Asian airport contexts suggests that the relationship between job satisfaction and OCB in the aviation service sector is robust and potentially generalizable across different national settings. Furthermore, the findings support the work of Nurjanah et al. (2020) and Fathiyah and Pasla (2021), who identified job satisfaction as a determining factor for OCB across various types of organizations, ranging from government to private sectors.

The practical implication of this finding is that organizations seeking to enhance OCB among outsourcing employees should prioritize improving job satisfaction through fair compensation systems, supportive supervision, clear career development pathways, and fostering positive coworker relationships. For PT Kosami Sejahtera Utama specifically, interventions targeting satisfaction with the work itself through job redesign, recognition programs, and improved working conditions may yield significant returns in terms of employee citizenship behaviors.

The Influence of Job Satisfaction on Organizational Commitment

The variable of job satisfaction on organizational commitment has a Critical Ratio (C.R.) value of 10.217, which exceeds 1.96, and a p-value of 0.000, which is less than 0.05. Thus, job satisfaction among outsourcing employees at PT Kosami Sejahtera Utama has a positive and significant effect on organizational commitment. These results indicate that the second hypothesis (H2) is accepted.

Job satisfaction possessed by outsourcing employees at PT Kosami Sejahtera Utama effectively plays a role in enhancing their organizational commitment. Through job satisfaction provided by the organization to employees in the form of compensation, supervision, and attention, this can encourage greater self-confidence for them in carrying out their duties and responsibilities. This sense of satisfaction can then influence the commitment that employees want to give to the organization (Aphrodita, 2023). The remarkably high C.R. value of 10.217 represents the strongest relationship among all hypotheses tested, indicating that job satisfaction is the most powerful predictor of organizational commitment in this outsourcing context.

The results of this study are consistent with research conducted by Yakupoğlu (2025), which proved that organizational commitment and behavior among airline employees in Turkey are influenced by their job satisfaction. This finding also aligns with Wicaksono and Priyono (2022), who found that job satisfaction affects organizational commitment among Customs and Excise employees in Indonesia. The consistency of these findings across different countries and sectors reinforces the universality of the satisfaction-commitment relationship in organizational behavior.

From a theoretical perspective, this finding provides strong support for Social Exchange Theory (Blau, 1964), which posits that employees reciprocate organizational resources with

commitment and loyalty. The exceptionally high C.R. value suggests that the exchange relationship between organizational provisions and employee commitment is particularly potent in the outsourcing context. The practical significance of this finding is substantial, as improving job satisfaction through comprehensive human resource practices can simultaneously enhance organizational commitment among outsourcing employees who might otherwise feel disconnected from the organizations they serve.

The Influence of Work Motivation on Organizational Commitment

The variable of work motivation on organizational commitment has a Critical Ratio (C.R.) value of 9.389, which exceeds 1.96, and a p-value of 0.000, which is less than 0.05. Thus, work motivation among outsourcing employees at PT Kosami Sejahtera Utama has a positive and significant effect on organizational commitment. These results indicate that the third hypothesis (H3) is accepted.

Work motivation possessed by outsourcing employees at PT Kosami Sejahtera Utama effectively plays a role in enhancing their organizational commitment. The presence of high work motivation will encourage employees to be more enthusiastic in their work, and be able to cooperate with other employees, so that employees can commit to exerting all their abilities for the progress of the organization (Wulandari & Utari, 2023). Good motivation also contributes to commitment because employees feel that they are an integral part of the organization (Fadhilah & Adiwati, 2022). The high C.R. value of 9.389 suggests that work motivation is almost as powerful as job satisfaction in predicting organizational commitment in this context.

The results of this study are consistent with research conducted by Faj'rin et al. (2024), which proved that work motivation has a positive and significant effect on organizational commitment among officers at the Airport Authority Office Region IV. This consistency across airport-related research contexts suggests that the aviation sector, with its emphasis on safety, punctuality, and service quality, may particularly benefit from motivated employees who develop strong organizational commitment. The relationship between motivation and commitment can be explained through Maslow's Hierarchy of Needs (Robbins & Judge, 2024), which underpins the measurement of work motivation in this research.

The practical implication is that organizations should invest in motivation-enhancing strategies to build organizational commitment among outsourcing employees. This can include providing meaningful work, recognition for achievements, opportunities for growth and development, and creating a supportive work environment that satisfies employees' psychological needs. For PT Kosami Sejahtera Utama, implementing structured motivation programs, such as performance-based rewards and career development pathways for outstanding outsourcing employees, may significantly enhance organizational commitment.

The Influence of Work Motivation on Organizational Citizenship Behavior

The variable of work motivation on organizational citizenship behavior has a Critical Ratio (C.R.) value of 6.690, which exceeds 1.96, and a p-value of 0.000, which is less than 0.05. Thus, work motivation among outsourcing employees at PT Kosami Sejahtera Utama has a positive and significant effect on organizational citizenship behavior. These results indicate that the fourth hypothesis (H4) is accepted.

Work motivation possessed by outsourcing employees at PT Kosami Sejahtera Utama effectively plays a role in enhancing their organizational citizenship behavior. Employees who

feel valued can generate motivation from within themselves, which will then influence their attitude to perform work beyond their job responsibilities. Organizational citizenship behavior cannot occur if employees do not have high motivation (Regen et al., 2022). The C.R. value of 6.690, similar to the job satisfaction-OCB relationship, indicates a substantial effect that is statistically robust.

The results of this study are consistent with research conducted by Rasyid et al. (2024), which proved that work motivation has a positive and significant effect on organizational citizenship behavior among employees of PT Angkasa Pura 1 Surabaya. Farisi et al. (2021) also confirmed that work motivation is an important factor influencing OCB, where high motivation encourages employees to voluntarily assist coworkers and demonstrate leadership behavior within teams. The consistency of these findings across aviation sector studies suggests that motivational interventions may be particularly effective for fostering citizenship behaviors in airport operational contexts.

The practical implication is that motivating outsourcing employees through recognition, rewards, meaningful work assignments, and a positive work environment can directly enhance their willingness to engage in OCB. For PT Kosami Sejahtera Utama, implementing motivational programs that address employees' needs for achievement, recognition, and personal growth may yield immediate benefits in terms of increased altruism, conscientiousness, and civic virtue among the workforce.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The variable of organizational commitment on organizational citizenship behavior has a Critical Ratio (C.R.) value of 3.657, which exceeds 1.96, and a p-value of 0.000, which is less than 0.05. Thus, organizational commitment among outsourcing employees at PT Kosami Sejahtera Utama has a positive and significant effect on organizational citizenship behavior. These results indicate that the fifth hypothesis (H5) is accepted.

Organizational commitment possessed by outsourcing employees at PT Kosami Sejahtera Utama effectively plays a role in enhancing their organizational citizenship behavior. When an employee is committed to their work, they tend to behave positively for the benefit of the organization, are willing to help others or their coworkers, and strive to perform their tasks as well as possible beyond expectations (Wulandari & Utari, 2023). While this relationship is the weakest among the five tested hypotheses, it remains statistically significant and substantively meaningful.

The results of this study are consistent with research conducted by Perwirajati and Christian (2026), which also proved that there is a positive and significant influence of organizational commitment on organizational citizenship behavior among employees at the Class III Airport Operator Office in West Papua. Kartika and Pienata (2020) also found that organizational commitment plays an important role in encouraging OCB in the hospitality industry. The convergence of these findings across different sectors suggests that organizational commitment is a universal predictor of OCB regardless of industry context.

The relatively lower C.R. value compared to other relationships may reflect the unique characteristics of outsourcing employment. Outsourcing employees may develop commitment differently than permanent employees, potentially focusing more on their immediate work unit or tasks rather than the broader organization. However, the significant relationship still confirms the importance of commitment even in non-traditional employment arrangements.

The practical implication is that enhancing organizational commitment among outsourcing employees through transparent communication, employee involvement in decision-making, and creating a sense of belonging can contribute to increased OCB.

Theoretical Integration and Social Exchange Theory

Collectively, the findings from all five hypotheses provide substantial support for Social Exchange Theory (Blau, 1964) in explaining OCB among outsourcing employees. The theory posits that organizational provisions such as job satisfaction-enhancing practices, motivational resources, and commitment-building initiatives create psychological obligations in employees to reciprocate through discretionary behaviors. The research confirms that this exchange process operates effectively even among outsourcing employees who might be expected to have weaker organizational attachments (Berlianto et al., 2024; Lusono, 2022).

The research extends Social Exchange Theory by demonstrating its applicability in the specific context of outsourcing employment in the aviation sector. This is particularly significant because outsourcing workers may have dual loyalties to both the outsourcing company and the client organization creating a more complex exchange relationship. The finding that job satisfaction, motivation, and commitment all predict OCB suggests that multiple exchange pathways operate simultaneously, with employees responding to various organizational provisions through different types of discretionary behaviors.

Comparison with Previous Research

The research findings are broadly consistent with previous studies examining OCB determinants across various contexts. Wicaksono and Priyono (2022) found that job satisfaction influences OCB through organizational commitment, supporting the mediating role of commitment observed in the current research. Rusmayanti et al. (2022) demonstrated that organizations with employees exhibiting OCB tend to have superior work outcomes, reinforcing the practical importance of promoting OCB. Tan and Rustam (2024) examined motivation, job satisfaction, and organizational commitment's influence on OCB among PT Sentosa Prima Utama employees, finding results similar to this research. Nurjanah et al. (2020) and Fathiyah and Pasla (2021) identified job satisfaction, motivation, and commitment as determining factors for OCB, supporting the comprehensive model tested in this research.

However, this research makes a unique contribution by specifically examining these relationships among outsourcing employees in airport operations. Previous research has predominantly focused on permanent employees or workers in general organizational settings. The specific context of Soekarno-Hatta Airport, as Southeast Asia's busiest airport, adds particular significance to the findings. The research demonstrates that the theoretical framework explaining OCB among permanent employees is also applicable to outsourcing employees, albeit with some differences in relationship strengths.

Specific Findings and Unique Contributions

A specific finding of this research is that one indicator from the organizational commitment variable had to be eliminated to achieve model fit. This suggests that in measuring organizational commitment among outsourcing employees, not all standard indicators have equal validity. This may reflect the unique characteristics of outsourcing workers who have different psychological bonds with organizations compared to permanent employees. The Three Component Model of organizational commitment (affective, normative, and continuance commitment; Qu et al., 2023; Meyer & Allen, 1991) may require adaptation for outsourcing

contexts where continuance commitment might be more relevant than affective commitment given employment insecurity.

Another unique contribution is the simultaneous testing of all three OCB drivers within a single integrated model. Most previous research has examined these relationships separately or in partial combinations. The comprehensive model tested in this research, which includes both direct and indirect effects, provides a more complete picture of how satisfaction, motivation, and commitment interact to influence OCB. The finding that job satisfaction and motivation both directly and indirectly (through commitment) affect OCB suggests multiple intervention points for enhancing OCB among outsourcing employees.

Solutions and Practical Recommendations

Based on the research findings, several practical solutions are proposed for PT Kosami Sejahtera Utama and other outsourcing companies:

First, organizations should prioritize enhancing job satisfaction through fair compensation systems, supportive supervision, and positive coworker relationships. Given the strong influence of job satisfaction on both organizational commitment (C.R. = 10.217) and OCB (C.R. = 6.848), this represents the most promising intervention point. Implementing regular employee satisfaction surveys and acting on identified concerns can systematically improve satisfaction levels.

Second, organizations should develop motivational programs that address employees' diverse needs. Based on Maslow's hierarchy (Robbins & Judge, 2024), interventions should address physiological needs (fair compensation), safety needs (job security), social needs (team building), esteem needs (recognition), and self-actualization needs (growth opportunities). Implementing performance-based rewards, recognition programs, and career development pathways can effectively enhance motivation.

Third, organizations should build organizational commitment through transparent communication, employee involvement, and creating a sense of belonging. While organizational commitment had the weakest direct influence on OCB, it remains a significant predictor and serves as a mediator for the effects of satisfaction and motivation. Involving outsourcing employees in decision-making and recognizing their contributions can foster commitment despite non-permanent employment status.

Fourth, organizations should recognize the interconnected nature of these three determinants. The finding that satisfaction and motivation influence OCB both directly and through commitment suggests that comprehensive human resource strategies addressing multiple employees needs simultaneously will be most effective. Implementing integrated employee development programs can create synergistic effects on OCB.

Discussion and Synthesis

The overall pattern of findings indicates that OCB among outsourcing employees is driven by a combination of organizational provisions (job satisfaction, work motivation) and psychological states (organizational commitment). The strong relationships between satisfaction/motivation and commitment suggest that organizational resources are most effective when they build psychological attachment to the organization, which then translates into discretionary behaviors. This supports a mediated model where some of the effects of satisfaction and motivation on OCB operate through commitment, consistent with Wicaksono and Priyono (2022).

The research also highlights the importance of considering outsourcing-specific factors in OCB research. The relatively weaker influence of organizational commitment on OCB compared to satisfaction and motivation may reflect the unique position of outsourcing employees who maintain more transactional psychological contracts with organizations. Future research should examine whether the pattern of relationships differs between permanent and outsourcing employees, and whether organizational commitment manifests differently in these groups.

The relationship of the findings to Social Exchange Theory suggests that even non-permanent employees engage in exchange relationships with organizations. When organizations provide favorable conditions and resources, outsourcing employees reciprocate through discretionary behaviors beneficial to organizational effectiveness. These findings challenge assumptions that outsourcing employees are inherently less committed or less likely to contribute extra-role behaviors, suggesting that appropriate organizational interventions can enhance OCB regardless of employment status.

Practical Implications

The practical implications of this research are significant for human resource management in outsourcing companies. First, the research demonstrates that investing in employee satisfaction, motivation, and commitment yields tangible returns in terms of OCB. For PT Kosami Sejahtera Utama, which operates in the competitive airport services sector where customer experience is paramount, promoting OCB is not merely a desirable outcome but a strategic necessity.

Second, the research suggests that outsourcing companies can differentiate themselves through superior human resource practices. By implementing policies that enhance satisfaction, motivation, and commitment, outsourcing companies can build more effective workforces that contribute to the success of their client organizations. This can serve as a competitive advantage in the outsourcing industry.

Third, the findings have implications for the broader outsourcing industry in Indonesia. With approximately 34% of the formal workforce employed through outsourcing arrangements, policies and practices that enhance employee wellbeing and organizational commitment can have substantial impact on national productivity. The research supports arguments that treating outsourcing employees as integral organizational members rather than temporary helpers yields benefits for employees, organizations, and the broader economy.

Finally, the research provides a basis for policy development in the aviation sector. Given that airport operations depend heavily on outsourcing employees for service delivery, promoting OCB through the mechanisms identified in this research can contribute to improved service quality, passenger satisfaction, and operational efficiency. The sustainability of Indonesia's airport services, particularly at Soekarno-Hatta Airport as the nation's primary gateway, depends on the discretionary efforts of all employees, regardless of their employment status.

CONCLUSION

Several opportunities for future research emerge from this study. First, longitudinal research designs are recommended to examine how changes in job satisfaction and motivation over time influence organizational commitment and OCB among outsourcing employees. Such studies would provide valuable insights into the dynamic nature of these relationships and help establish causal directions more conclusively. Second, future studies should consider incorporating additional variables such as perceived organizational support, leadership styles, organizational culture, and psychological capital to provide a more comprehensive model of OCB determinants in outsourcing contexts. These variables may moderate or mediate the relationships identified in this research and offer additional intervention points for organizations. Third, comparative studies between different types of outsourcing arrangements and across various service sectors would help establish the generalizability of findings and identify sector-specific factors influencing OCB. Fourth, mixed-methods research combining quantitative surveys with qualitative interviews could provide richer insights into the nuanced experiences of outsourcing employees and the specific mechanisms through which organizational support translates into voluntary behaviors. Such research would help explain the "how" and "why" behind the statistical relationships identified in this study. Fifth, researchers should investigate the moderating role of employment duration and job security perceptions, which may significantly influence the relationship between organizational commitment and OCB in outsourcing contexts. Understanding how these contextual factors affect the strength and direction of relationships would help organizations tailor interventions to specific employee segments. Sixth, cross-cultural studies examining OCB among outsourcing employees in different countries would contribute to understanding the cultural specificity of the relationships identified in this research and help develop culturally appropriate human resource management practices. Seventh, future research should explore the mediating role of psychological contract fulfilment in the relationship between job satisfaction, motivation, and OCB. This would help clarify whether the effects of organizational provisions on OCB operate through employees' perceptions of whether their psychological contracts have been fulfilled. Eighth, intervention studies that test the effectiveness of specific human resource practices in enhancing OCB among outsourcing employees would provide practical guidance for organizations seeking to improve employee citizenship behaviors. Finally, researchers should examine whether the pattern of relationships differs between permanent and outsourcing employees, and whether organizational commitment manifests differently in these groups. This would contribute to theoretical understanding of how employment status affects psychological attachment and discretionary behaviors in organizations, and help develop more nuanced models of OCB that account for employment arrangement variations. Additionally, future studies could investigate the role of client organization factors in shaping outsourcing employees' OCB toward both the outsourcing company and the client organization, providing a more complete picture of the complex social exchange relationships that outsourcing employees navigate in their work environment.

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