

Research Paper

From HRM Practices to Organizational Citizenship Behavior: Unraveling the Mediating Role of Job Satisfaction

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ABSTRACT

This study addresses the limited empirical evidence on how human resource management (HRM) practices promote organizational citizenship behavior (OCB) through job satisfaction within the petrochemical industry, a strategic sector where voluntary employee behavior is essential for operational safety and organizational sustainability. Grounded in Social Exchange Theory, the study aims to examine the direct effect of HRM practices on OCB and the mediating role of job satisfaction among employees of petrochemical companies in Cilegon, Indonesia. A quantitative explanatory survey was conducted involving 223 employees selected through proportional stratified random sampling from seven petrochemical companies. Data were collected using structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The findings reveal that HRM practices significantly enhance job satisfaction and OCB, while job satisfaction also exerts a significant positive effect on OCB. Furthermore, job satisfaction partially mediates the relationship between HRM practices and OCB, indicating that positive HRM practices encourage discretionary employee behaviors both directly and indirectly through improved workplace satisfaction. These findings extend Social Exchange Theory by demonstrating the psychological mechanism through which HRM practices foster positive employee behavior in a high-risk industrial setting. Practically, the study highlights the importance of strengthening compensation, rewards, and employee-centered HRM policies to cultivate higher organizational citizenship behavior.

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Introduction

The petrochemical industry plays a strategic role in supporting Indonesia's industrial development because it supplies essential raw materials for numerous downstream manufacturing sectors (Ridwan et al., 2021). As one of Indonesia's largest petrochemical clusters, Cilegon City has experienced rapid industrial expansion through the presence of major companies such as PT Indorama Petrochemicals and other petrochemical manufacturers, reflecting the government's downstream industrialization agenda to strengthen domestic value creation (Ngasti & Bahiroh, 2023; Shah et al., 2021). Alongside this expansion, petrochemical companies face increasingly complex operational challenges arising from global competition, technological advancement, and stringent safety requirements. Because petrochemical operations are capital-intensive, high-risk, and highly dependent on teamwork, organizational effectiveness cannot rely solely on technological capability and physical resources (Hermawan et al., 2026). Instead, organizations require employees who willingly contribute beyond formal job responsibilities through discretionary behaviors that enhance cooperation, operational reliability, and workplace safety. Such voluntary behavior is widely conceptualized as organizational citizenship behavior (OCB), which has become an important determinant of organizational resilience, productivity, and sustainable competitiveness in high-risk industrial environments (Khan et al., 2021). Previous evidence from PT Pertamina Lubricants Production Unit Cilacap further demonstrates that OCB dimensions, including altruism, conscientiousness, courtesy, sportsmanship, and civic virtue, not only strengthen organizational effectiveness but also contribute to employee well-being, highlighting the strategic importance of fostering OCB within Indonesia's petrochemical sector (Ashari et al., 2024).

Understanding how organizations cultivate OCB requires examining the human resource management (HRM) practices that shape employees' attitudes and behaviors. HRM practices, including recruitment and selection, training and development, performance appraisal, compensation and rewards, and employee involvement, represent organizational investments intended to develop employee competence, motivation, and organizational commitment (Kumar & Tarkar, 2024; Tarkar & Kumar, 2025). Within this framework, job satisfaction functions as employees' overall positive evaluation of their work experiences and serves as an important psychological mechanism linking organizational practices with behavioral outcomes. The theoretical foundation of this relationship is provided by Social Exchange Theory, which argues that reciprocal relationships emerge when organizations provide beneficial treatment that employees perceive as valuable, creating an obligation to reciprocate through positive attitudes and discretionary behaviors (Blau, 2017; Ki & Sakaki, 2026). Accordingly, employees who perceive HRM practices as fair and supportive are more likely to develop stronger job satisfaction and subsequently exhibit higher levels of OCB through reciprocal exchanges with their organizations (Kaur & Kang, 2021; Yang et al., 2023). In this study, HRM practices are positioned as the antecedent variable, job satisfaction as the mediating mechanism, and OCB as the ultimate behavioral outcome that reflects employees' voluntary contributions beyond formal job requirements.

Recent studies consistently acknowledge the importance of HRM practices in promoting employee attitudes and behaviors, although they have approached this relationship from different perspectives and industrial contexts. Research conducted in Nigeria demonstrates that employee relations practices improve organizational

performance through the mediating role of OCB (Eromafuru & Igiagbe, 2025; Isiaka, 2025), while studies in Iraq report that recruitment, training, compensation, and performance management enhance organizational performance both directly and indirectly through OCB (Agha et al., 2025; Saddam, 2017). Similar findings have been reported in Malaysia, where Green HRM and perceived organizational support strengthen environmentally oriented OCB (Khalid et al., 2021; Parabakarana & Lasib, 2021; Taahir et al., 2020), and in Saudi Arabia, where HRM practices significantly improve organizational commitment, employee performance, and productivity (Al-Kazlah & Badkook, 2022; Alismail, 2023). Longitudinal evidence from China's petrochemical industry also confirms that effective management practices encourage both performance and OCB (Wang, 2018). More recent studies have increasingly emphasized job satisfaction as the central explanatory mechanism. Research by Mach et al. (2025) demonstrates that job satisfaction and organizational trust mediate the relationship between perceived HRM practices and OCB, whereas Siddiqui et al. (2025) and Kabir et al. (2025) provide comparable evidence in the banking sector. Likewise, Krishnan et al. (2017) identify job satisfaction as a mediator between HRM practices and service-oriented OCB, while ShuXia et al. (2024) conclude through a systematic literature review that job satisfaction consistently predicts OCB across organizational contexts. Recent methodological developments have also incorporated artificial intelligence for predicting OCB (Gupta et al., 2026), whereas sustainability-oriented studies have expanded the discussion toward Green HRM, employee empowerment, workplace ostracism, and environmental citizenship behavior (Gogia & Shao, 2024; Sheetal Saini, 2025).

Despite this growing body of literature, several important research gaps remain. First, although previous studies have extensively examined HRM practices, job satisfaction, and OCB across healthcare, banking, telecommunications, manufacturing, and sustainability contexts, empirical evidence within Indonesia's strategic petrochemical industry remains limited. Existing local studies in Cilegon primarily focus on work motivation, leadership, discipline, organizational commitment, or employee performance without specifically investigating how comprehensive HRM practices shape OCB through employees' job satisfaction (Ashari et al., 2024; Ngasti & Bahiroh, 2023). Second, while previous international studies have acknowledged the mediating role of job satisfaction, relatively few have tested this mechanism within the unique operational characteristics of petrochemical companies, where safety, teamwork, and discretionary employee behavior are particularly critical (Saddam, 2017; Wang, 2018). Third, contemporary HRM research has increasingly explored moderators such as organizational justice, person–organization fit, workplace ostracism, and green employee empowerment, as well as predictive approaches based on artificial intelligence (Gogia & Shao, 2024; Gupta et al., 2026; Mach et al., 2025; Sheetal Saini, 2025). However, limited evidence explains how Social Exchange Theory operates as the underlying psychological mechanism linking HRM practices, job satisfaction, and OCB in Indonesia's petrochemical sector. Addressing these gaps extends current understanding by integrating established HRM practices with employee psychological responses within a strategically important industrial context.

Drawing on this background, this study aims to examine the influence of HRM practices on organizational citizenship behavior through the mediating role of job satisfaction among employees of petrochemical companies in Cilegon City. Guided by Social Exchange Theory, the study proposes that employees who perceive organizational HRM practices positively are more likely to experience higher job satisfaction, which

subsequently encourages greater engagement in discretionary behaviors that benefit the organization. The study offers several contributions. Theoretically, it extends Social Exchange Theory by demonstrating the psychological mechanism through which HRM practices are translated into OCB within a high-risk industrial setting. Empirically, it enriches the limited literature on Indonesia's petrochemical industry by providing evidence from one of the country's most strategic industrial clusters. Practically, the findings provide guidance for managers in designing HRM systems that not only improve employee satisfaction but also cultivate organizational citizenship behavior, thereby strengthening operational safety, organizational effectiveness, and sustainable competitive advantage.

Hypotheses Development

HRM Practices and Job Satisfaction

Human resource management (HRM) practices represent a strategic organizational system designed to enhance employees' competencies, motivation, and well-being through recruitment and selection, training and development, performance appraisal, compensation and rewards, and employee involvement. From the perspective of Social Exchange Theory, employees continuously evaluate how organizations treat and support them during their employment relationship (Anh et al., 2026; Blau, 2017; Rajâa & Mekkaoui, 2025). When organizations implement fair and supportive HRM practices, employees perceive that the organization values their contributions and cares about their welfare. Such positive perceptions create reciprocal obligations that are reflected in favorable work attitudes, particularly higher job satisfaction (Kaur & Kang, 2021; Yang et al., 2023). Consequently, HRM practices function not only as administrative mechanisms but also as signals of organizational support that strengthen employees' emotional attachment to their jobs. Within the petrochemical industry, where operational complexity and workplace risks require competent and committed employees, well-designed HRM practices become increasingly important for sustaining employee satisfaction and organizational effectiveness.

Empirical evidence consistently supports this theoretical proposition across various organizational contexts. Studies in the Saudi Arabian manufacturing and petrochemical sectors demonstrate that effective HRM practices significantly improve employees' job satisfaction and organizational commitment (Alismail, 2023; Priyanka et al., 2024). Similarly, Mach et al. (2025) report that employees who perceive HRM practices positively experience higher job satisfaction, which subsequently encourages desirable organizational behaviors. Comparable findings are reported by Siddiqui et al. (2025), showing that HRM practices, including training, employee engagement, and performance management, positively influence job satisfaction in Pakistan's banking sector. Although these studies confirm the beneficial effect of HRM practices on employee attitudes, empirical evidence from Indonesia's petrochemical industry remains limited despite its distinctive operational characteristics and increasing strategic importance. Therefore, examining the influence of HRM practices on job satisfaction in this industrial context provides an important opportunity to validate the applicability of Social Exchange Theory within a high-risk organizational environment.

H1: HRM practices positively influence employees' job satisfaction.

HRM Practices and Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) refers to employees' discretionary behaviors that exceed formal job requirements and voluntarily contribute to organizational effectiveness through helping colleagues, demonstrating conscientiousness, maintaining harmonious interpersonal relationships, and actively participating in organizational activities. According to Social Exchange Theory, employees tend to reciprocate favorable organizational treatment by engaging in behaviors that benefit the organization beyond contractual obligations (Blau, 2017; Hidayat, 2025). HRM practices therefore constitute an important organizational resource that encourages employees to develop positive reciprocal behaviors. When employees perceive recruitment processes as fair, receive meaningful training opportunities, experience objective performance evaluations, obtain equitable rewards, and are involved in organizational decision-making, they are more likely to exhibit voluntary behaviors that strengthen teamwork, operational reliability, and organizational performance (Kaur & Kang, 2021; Yang et al., 2023). In high-risk industries such as petrochemicals, these discretionary behaviors become particularly valuable because operational safety and production continuity depend heavily on employees' willingness to cooperate beyond prescribed responsibilities.

The positive relationship between HRM practices and OCB has received substantial empirical support across different industries and countries. Research conducted in Nigerian oil companies shows that employee relations practices significantly improve organizational performance through OCB (Eromafuru & Igiagbe, 2025; Royan & Assa, 2025). Similarly, studies in Iraq reveal that recruitment, training, compensation, and performance management positively influence organizational performance, both directly and indirectly through OCB (Saddam, 2017). Green HRM practices have likewise been found to strengthen environmentally oriented citizenship behavior in Malaysian petroleum refineries (Khalid et al., 2021), while research in Bangladeshi commercial banks demonstrates that recruitment, training, performance appraisal, and compensation consistently predict higher OCB (Kabir et al., 2025). Evidence from China's state-owned petrochemical enterprises further confirms that effective management practices enhance employee performance and citizenship behavior (Wang, 2018). Collectively, these findings suggest that HRM practices provide an important organizational foundation for cultivating employees' voluntary contributions, warranting further examination within Indonesia's expanding petrochemical sector.

H2: HRM practices positively influence organizational citizenship behavior.

Job Satisfaction and Organizational Citizenship Behavior

Job satisfaction represents employees' positive emotional evaluation of their work experiences, encompassing both intrinsic aspects, such as achievement and personal growth, and extrinsic aspects, including compensation, supervision, and organizational policies. Within the framework of Social Exchange Theory, job satisfaction reflects employees' perception that the organization has fulfilled its obligations by providing a supportive and rewarding work environment (Blau, 2017; Sarwar et al., 2025). Employees who experience higher job satisfaction are more likely to reciprocate this positive treatment by engaging in behaviors that exceed formal job requirements, including voluntarily assisting coworkers, complying with organizational rules, maintaining harmonious interpersonal relationships, and actively contributing to organizational improvement (Kaur

& Kang, 2021; Yang et al., 2023). Such discretionary behaviors are particularly important in the petrochemical industry, where operational safety, production continuity, and organizational resilience depend heavily on employees' willingness to cooperate beyond contractual expectations. Consequently, job satisfaction functions as a crucial psychological driver that transforms positive work experiences into organizational citizenship behavior.

Previous empirical studies consistently support the positive relationship between job satisfaction and OCB across different organizational settings. A systematic literature review by ShuXia et al. (2024) concludes that job satisfaction is one of the most consistent antecedents of organizational citizenship behavior, enabling employees to contribute voluntarily toward organizational effectiveness and service quality. Similarly, Mach et al. (2025) demonstrate that employees with higher job satisfaction are more likely to exhibit citizenship behaviors because satisfaction reinforces reciprocal exchanges between employees and organizations. Research conducted by Krishnan et al. (2017) also confirms that job satisfaction significantly enhances service-oriented OCB in the Malaysian telecommunications industry, while Siddiqui et al. (2025) report comparable findings in Pakistan's banking sector. Furthermore, evidence from the Chinese organizational context indicates that satisfied employees tend to demonstrate stronger citizenship behavior as a reciprocal response to supportive organizational treatment (Yang et al., 2023). These findings collectively suggest that job satisfaction constitutes an essential antecedent of OCB and should exhibit a similar influence within Indonesia's petrochemical industry.

H3: Job satisfaction positively influences organizational citizenship behavior.

The Mediating Role of Job Satisfaction in the Relationship between HRM Practices and Organizational Citizenship Behavior

Social Exchange Theory suggests that organizational practices do not always influence employee behavior directly but often operate through employees' psychological evaluations of their work experiences (Blau, 2017). HRM practices represent organizational investments that communicate fairness, support, and recognition to employees. When employees perceive these practices positively, they develop stronger job satisfaction, reflecting their favorable evaluation of the employment relationship. This positive psychological state subsequently encourages employees to reciprocate through discretionary behaviors that benefit both coworkers and the organization, thereby strengthening organizational citizenship behavior (Kaur & Kang, 2021; Yang et al., 2023). Accordingly, job satisfaction serves as an important psychological mechanism that translates organizational investments into positive employee behaviors. Rather than merely acting as an outcome of HRM practices, job satisfaction explains how employees internalize organizational support before expressing it through voluntary organizational contributions. This mediating perspective provides a more comprehensive understanding of the behavioral process proposed by Social Exchange Theory.

Empirical evidence increasingly supports the mediating role of job satisfaction in explaining the relationship between HRM practices and OCB. Mach et al. (2025) demonstrate that job satisfaction partially mediates the influence of perceived HRM practices on organizational citizenship behavior, with organizational justice further strengthening this indirect relationship. Likewise, Krishnan et al. (2017) report that job satisfaction mediates the relationship between HRM practices and service-oriented OCB while interacting with person–organization fit. Studies examining innovative HRM

practices also indicate that job satisfaction and organizational commitment function as important intervening mechanisms linking HRM systems to employee discretionary behavior (Saddam, 2017; Wang, 2018). More recently, sustainability-oriented HRM research has similarly highlighted the importance of psychological mechanisms in explaining how HRM practices influence citizenship behavior through employee empowerment and positive workplace experiences (Gogia & Shao, 2024; Sheetal Saini, 2025). Despite these advances, empirical evidence regarding this mediating mechanism remains scarce within Indonesia's petrochemical industry, providing a compelling rationale for examining the indirect relationship in the present study.

H4: Job satisfaction mediates the positive relationship between HRM practices and organizational citizenship behavior.

Based on the theoretical arguments and empirical evidence discussed in the preceding hypotheses, this study proposes a conceptual framework illustrating the relationships among the research variables. Drawing upon Social Exchange Theory, the framework posits that HRM practices positively influence job satisfaction and organizational citizenship behavior (OCB), while job satisfaction also exerts a positive effect on OCB. Furthermore, the model proposes that job satisfaction serves as a mediating mechanism through which HRM practices indirectly enhance employees' organizational citizenship behavior. The proposed direct and indirect relationships are summarized in Figure 1, which provides the conceptual basis for the empirical model and subsequent hypothesis testing.

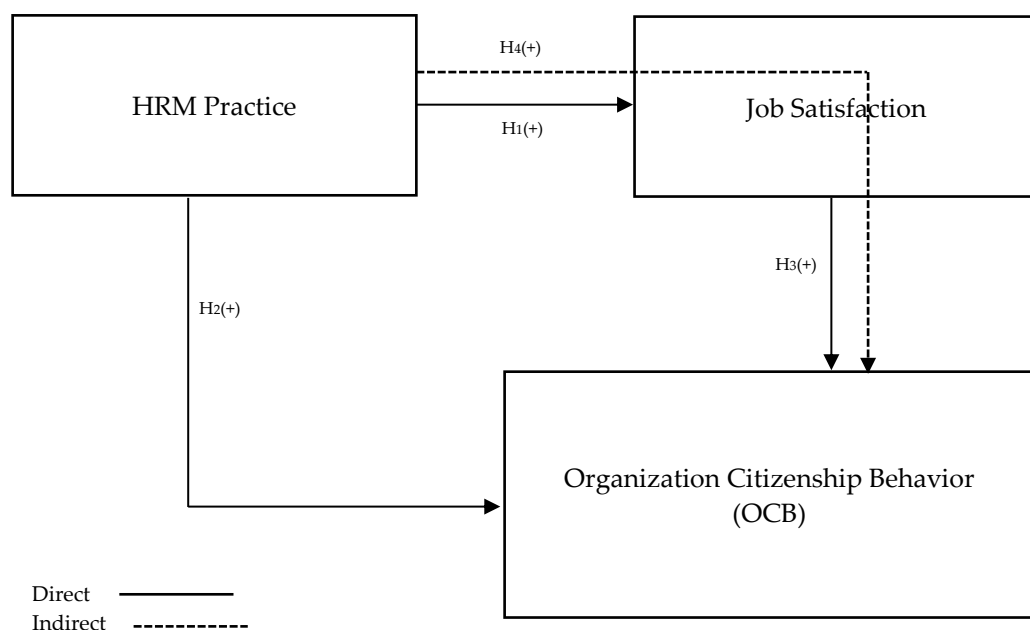


Figure 1. Research Model

Method

This study employed quantitative approach using an explanatory survey design to examine the influence of human resource management (HRM) practices on organizational citizenship behavior (OCB) through the mediating role of job satisfaction among employees

of petrochemical companies in Cilegon City, Indonesia. A quantitative approach was selected because it enables hypothesis testing and the examination of causal relationships among measurable constructs (Sekaran & Bougie, 2016). The study adopted a cross-sectional design in which data were collected at a single point in time, allowing the investigation of relationships among HRM practices, job satisfaction, and OCB in an efficient manner (Creswell, 2014). Within the proposed research model, HRM practices were specified as the exogenous construct, job satisfaction as the mediating construct, and OCB as the endogenous construct. The petrochemical industry was selected because it represents Indonesia's largest strategic industrial cluster, where employee discretionary behavior is particularly important for maintaining operational safety, teamwork, and organizational effectiveness.

The study population comprised permanent employees working in seven petrochemical companies located in Cilegon City, Banten Province. Respondents were selected using proportional stratified random sampling to ensure proportional representation from each company based on its workforce size (Sekaran & Bougie, 2016). Eligible respondents were permanent employees with a minimum of one year of service, at least a senior high school education, and willingness to participate voluntarily. The minimum sample size was determined based on the recommendations for Partial Least Squares Structural Equation Modeling (PLS-SEM), which suggest a minimum sample equivalent to ten times the largest number of structural paths or formative indicators in the model (Hair et al., 2021). Referring to these recommendations and previous studies conducted in the Cilegon industrial area, 243 questionnaires were distributed, yielding 223 valid responses for analysis. The distribution of the research population and sample across participating companies is presented in Table 1.

Table 1. Research Population and Sample

No.	Company	Population	Number of Sample
1	PT Chandra Asri Pacific Tbk	503	64
2	PT Lotte Chemical Indonesia	349	44
3	PT Asahimas Chemical	287	36
4	PT Sulfindo Enterprise	231	29
5	PT Mitsubishi Chemical Indonesia	177	22
6	PT Dover Chemical	159	18
7	PT Showa Esterindo Indonesia	121	10
Total		1,827	223

Data were collected using a structured self-administered questionnaire consisting of four sections: respondent demographics, HRM practices, job satisfaction, and OCB. All constructs were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"), which is widely recommended for business and management research because it adequately captures response variation (Sekaran & Bougie, 2016). HRM practices were measured through five dimensions: recruitment and selection, training and development, performance appraisal, compensation and rewards, and

employee involvement. Job satisfaction was assessed using the short version of the Minnesota Satisfaction Questionnaire (MSQ), covering intrinsic and extrinsic satisfaction, while OCB was measured through five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Prior to the main survey, a pilot study involving 30 respondents was conducted to evaluate instrument validity and reliability. Following Sugiyono (2020), the pilot test ensured that all questionnaire items were valid, reliable, and clearly understood before large-scale data collection. The validity and reliability results are summarized in Table 2. The main survey was conducted between November 2025 and January 2026 after obtaining permission from participating companies. Respondents were informed about the research objectives, confidentiality, and voluntary participation, while completed questionnaires were returned through sealed collection procedures to maintain anonymity.

Table 2. Validity and Reliability of Pilot Test Results

Criteria	Standard Value	Results	Interpretation
Validity Test			
r-table ($\alpha = 0.05$; $n = 30$)	0.361	-	-
Lowest r-value	-	0.423	Valid
Highest r-value	-	0.876	Valid
Number of valid items	-	43 of 43	100% valid
Reliability Test			
Cronbach's Alpha HRM Practice	> 0.70	0.892	Reliable (High)
Cronbach's Alpha Job Satisfaction	> 0.70	0.901	Reliable (Very High)
Cronbach's Alpha OCB	> 0.70	0.915	Reliable (Very High)
Cronbach's Overall Alpha	> 0.70	0.921	Reliable (Very High)

Data were analyzed using descriptive and inferential statistics. Descriptive analysis was employed to summarize respondent characteristics and the distribution of responses through frequencies, percentages, means, and standard deviations. Hypotheses were tested using Structural Equation Modeling with the Partial Least Squares approach (PLS-SEM) implemented in SmartPLS 4.0 because the model emphasizes prediction, incorporates a mediation structure, and does not require strict multivariate normality assumptions (Hair et al., 2021). The analysis was conducted in two sequential stages. First, the measurement model (outer model) was evaluated by assessing convergent validity through outer loadings (>0.70) and Average Variance Extracted (AVE >0.50), discriminant validity using the Fornell-Larcker criterion and HTMT, and construct reliability through Composite Reliability and Cronbach's Alpha (>0.70) (Hair et al., 2021). Second, the structural model (inner model) was assessed by estimating path coefficients, bootstrapping with 5,000 resamples to determine statistical significance, and evaluating predictive capability using R^2 and Q^2 values. The mediating effect of job satisfaction was examined through direct, indirect, and total effects, together with the Variance Accounted For (VAF) to determine whether the mediation was partial or full. Statistical significance was evaluated at the 5% significance level ($\alpha = 0.05$).

Results

Respondents' Characteristics

A total of 223 valid responses were obtained from permanent employees working in seven petrochemical companies in Cilegon City, representing a 91.7% response rate from the 243 questionnaires distributed. As presented in Table 3, the respondent profile reflects the workforce characteristics commonly found in Indonesia's petrochemical industry. Male employees constituted the majority of respondents (74.9%), indicating the continued predominance of men in technically demanding and operationally intensive industrial environments. The largest age group was 26–35 years (39.9%), followed by employees aged 36–45 years (31.8%), suggesting that most respondents were in their productive working years and actively engaged in core operational activities. From an educational perspective, nearly half of the respondents held a bachelor's degree (46.6%), while an additional 34.6% possessed diploma or postgraduate qualifications. This educational composition indicates that the sample comprised employees with sufficient academic and professional competencies to evaluate organizational HRM practices, job satisfaction, and organizational citizenship behavior reliably.

Table 3. Demographic Data of the Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	167	74.9
	Woman	56	25.1
Age	< 25 years	28	12.6
	26-35 years old	89	39.9
	36-45 years	71	31.8
	> 45 years	35	15.7
Education	High School/ Vocational School	42	18.8
	D3	51	22.9
	S1	104	46.6
	S2	26	11.7
Years of service	1-5 years	47	21.1
	6-10 years	83	37.2
	11-15 years	61	27.4
	> 15 years	32	14.3
Job Position	Staff/Operator	138	61.9
	Supervisor	52	23.3
	Manager	33	14.8

Table 3 further demonstrates that the respondents possessed substantial organizational experience and represented different hierarchical levels within the participating companies. Employees with 6–10 years of service formed the largest group (37.2%), followed by those with 11–15 years of experience (27.4%), indicating that most respondents had accumulated adequate exposure to organizational policies, HRM systems, and workplace culture. Such experience strengthens the credibility of their assessments regarding HRM practices and discretionary workplace behavior. In terms of job position,

staff and operators accounted for the majority of respondents (61.9%), followed by supervisors (23.3%) and managers (14.8%). This distribution suggests that the findings primarily capture perceptions from employees directly involved in daily operational processes, where teamwork, compliance with safety procedures, and voluntary cooperation are essential for organizational effectiveness. At the same time, the inclusion of supervisory and managerial personnel provides broader organizational representation, thereby enhancing the validity and generalizability of the study's findings across different functional levels within the petrochemical industry.

Measurement Model Analysis

As presented in Table 4, the measurement model demonstrates satisfactory convergent validity and construct reliability for all research variables. All measurement items exhibit outer loading values ranging from 0.745 to 0.856, exceeding the recommended threshold of 0.70, indicating that each indicator adequately represents its corresponding latent construct (Hair et al., 2021). Furthermore, the Average Variance Extracted (AVE) values for HRM Practices (0.624), Job Satisfaction (0.658), and Organizational Citizenship Behavior (0.612) are all above the recommended minimum value of 0.50, confirming that each construct explains more than half of the variance of its indicators. The reliability assessment also indicates excellent internal consistency, with Composite Reliability values ranging from 0.912 to 0.934 and Cronbach's Alpha coefficients ranging from 0.892 to 0.915, all substantially exceeding the recommended threshold of 0.70 (Hair et al., 2021). Collectively, these findings confirm that the measurement instruments possess strong validity and reliability, indicating that the constructs are measured consistently and accurately. Therefore, the measurement model satisfies the required psychometric criteria and is appropriate for subsequent evaluation of the structural model and hypothesis testing.

Table 4. Validity and Reliability

Variables	Item	Outer Loading	AVE	Composite Reliability	Cronbach's Alpha
HRM Practices	HRM1	0.812	0.624	0.921	0.892
	HRM2	0.789			
	HRM3	0.834			
	HRM4	0.801			
	HRM5	0.776			
	HRM6	0.823			
	HRM7	0.791			
	HRM8	0.815			
	HRM9	0.802			
	HRM10	0.768			
	HRM11	0.745			
	HRM12	0.783			
	HRM13	0.796			
	HRM14	0.809			
	HRM15	0.788			

Variables	Item	Outer Loading	AVE	Composite Reliability	Cronbach's Alpha
Job Satisfaction	JS1	0.845	0.658	0.912	0.901
	JS2	0.823			
	JS3	0.856			
	JS4	0.801			
	JS5	0.834			
	JS6	0.792			
	JS7	0.815			
	JS8	0.788			
	JS9	0.779			
	JS10	0.803			
OCB	OCB1	0.821	0.612	0.934	0.915
	OCB2	0.798			
	OCB3	0.845			
	OCB4	0.812			
	OCB5	0.789			
	OCB6	0.834			
	OCB7	0.806			
	OCB8	0.777			
	OCB9	0.793			
	OCB10	0.815			
	OCB11	0.788			
	OCB12	0.802			
	OCB13	0.821			
	OCB14	0.796			
	OCB15	0.809			
	OCB16	0.784			
	OCB17	0.792			
	OCB18	0.805			

Source: SEM-PLS analysis results

Table 5 presents the results of the discriminant validity assessment using the Fornell–Larcker criterion. The findings indicate that all constructs satisfy the recommended discriminant validity requirement, as the square root of the Average Variance Extracted (AVE) for each construct (diagonal values) is greater than its correlations with the other constructs. Specifically, the square root of the AVE is 0.790 for HRM Practices, 0.811 for Job Satisfaction, and 0.782 for Organizational Citizenship Behavior (OCB), all of which exceed the corresponding inter-construct correlation coefficients. For example, the square root of the AVE for Job Satisfaction (0.811) is higher than its correlations with HRM Practices (0.682) and OCB (0.723), while the square root of the AVE for OCB (0.782) exceeds its correlations with HRM Practices (0.654) and Job Satisfaction (0.723). These results demonstrate that each construct shares greater variance with its own indicators than with other latent constructs, confirming adequate discriminant validity (Hair et al., 2021). Consequently, the three constructs are empirically distinct, supporting the robustness of the measurement model and providing a sound basis for subsequent structural model evaluation and hypothesis testing.

Table 5. Discriminant Validity (Fornell-Larcker Criterion)

Variables	HRM Practices	Job Satisfaction	OCB
HRM Practices	0.790		
Job Satisfaction	0.682	0.811	
OCB	0.654	0.723	0.782

Source: SEM-PLS analysis results

Structural Model Analysis

Table 6 presents the explanatory and predictive power of the structural model through the R^2 and Q^2 values. The results indicate that HRM Practices explain 46.5% of the variance in Job Satisfaction ($R^2 = 0.465$), suggesting a moderate explanatory power. Likewise, HRM Practices and Job Satisfaction jointly explain 58.9% of the variance in Organizational Citizenship Behavior (OCB) ($R^2 = 0.589$), indicating that the proposed model accounts for more than half of employees' discretionary behavior. The adjusted R^2 values (0.462 for Job Satisfaction and 0.586 for OCB) closely approximate the corresponding R^2 values, demonstrating the stability and robustness of the model. Furthermore, the Q^2 values of 0.287 for Job Satisfaction and 0.342 for OCB are both greater than zero, confirming that the model possesses satisfactory predictive relevance. Overall, these findings suggest that the structural model has adequate explanatory and predictive capability, supporting its suitability for hypothesis testing and interpretation of the proposed relationships.

Table 6. R-Square (R^2) and Q-Square (Q^2) Values

Endogenous Variables	R- Square	R- Square Adjusted	Q- Square
Job Satisfaction	0.465	0.462	0.287
OCB	0.589	0.586	0.342

Source: SmartPLS 4.0 Data Processing Results (2026)

Moreover, Table 7 summarizes the results of the direct hypothesis testing based on the structural model analysis. The findings show that all proposed hypotheses are supported at the 5% significance level. Specifically, HRM Practices exert a strong positive effect on Job Satisfaction ($\beta = 0.682$, $t = 15.156$, $p < 0.001$), indicating that better HRM implementation substantially enhances employees' job satisfaction. HRM Practices also have a positive and significant direct effect on Organizational Citizenship Behavior ($\beta = 0.312$, $t = 4.657$, $p < 0.001$), suggesting that effective HRM systems directly encourage employees to perform discretionary behaviors beyond formal job requirements. In addition, Job Satisfaction significantly influences OCB ($\beta = 0.476$, $t = 8.207$, $p < 0.001$), confirming that satisfied employees are more likely to demonstrate voluntary behaviors that benefit the organization. Among the three direct relationships, the effect of HRM Practices on Job Satisfaction is the strongest, highlighting the central role of HRM in shaping positive employee attitudes that ultimately contribute to organizational effectiveness.

Table 7. Hypothesis Test Results (Path Coefficient)

Hypothesis	Original Sample (β)	Standard Deviation	T-Statistic	P-Value	Decision
H1 HRM Practices $\rightarrow$ Job Satisfaction	0.682	0.045	15,156	0,000	Accepted
H2 HRM Practices $\rightarrow$ OCB	0.312	0.067	4,657	0,000	Accepted
H3 Job Satisfaction $\rightarrow$ OCB	0.476	0.058	8,207	0,000	Accepted

Source: SmartPLS 4.0 Data Processing Results (2026)

Furthermore, Table 8 presents the mediation analysis examining the indirect effect of HRM Practices on Organizational Citizenship Behavior through Job Satisfaction. The results indicate that the indirect effect ($\beta = 0.325$) is slightly greater than the direct effect ($\beta = 0.312$), resulting in a total effect of 0.637. The calculated Variance Accounted For (VAF) of 51.0% indicates that Job Satisfaction partially mediates the relationship between HRM Practices and OCB, as the VAF value falls within the recommended range of 20% to 80% for partial mediation. This finding suggests that HRM Practices influence employees' organizational citizenship behavior through two complementary pathways: directly by encouraging discretionary behaviors and indirectly by enhancing employees' job satisfaction, which subsequently promotes greater OCB. Therefore, Job Satisfaction functions as an important psychological mechanism that strengthens the effectiveness of HRM Practices in fostering positive organizational behavior while indicating that other mediating mechanisms may also contribute to this relationship.

Table 8. Effect Test Results Mediation

Connection	Direct Effect	Indirect Effect	Total Effect	VAF	Types of Mediation
H4 HRM Practices $\rightarrow$ Job Satisfaction $\rightarrow$ OCB	0.312	0.325	0.637	51.0%	Partial Mediation

Source: SmartPLS 4.0 Data Processing Results (2026)

Discussion

The findings demonstrate that HRM practices have a positive and significant effect on job satisfaction ($\beta = 0.682$; $p < 0.001$), indicating that employees who perceive organizational HRM systems positively are more likely to experience higher levels of job satisfaction. Among the HRM dimensions, recruitment and selection received the highest evaluation, suggesting that competency-based employee placement contributes substantially to favorable work attitudes, whereas compensation and rewards remain an area requiring managerial attention (Kabir et al., 2025). These findings strongly support Social Exchange Theory, which posits that reciprocal relationships emerge when organizations provide beneficial treatment that employees perceive as valuable (Blau, 2017; Saini & Bhaker, 2025). Fair recruitment, continuous training, objective performance appraisal, and equitable compensation signal organizational support, encouraging employees to reciprocate with

positive affective responses, including greater job satisfaction. The results are consistent with the findings of Mach et al. (2025), who reported that positive perceptions of HRM practices significantly enhance job satisfaction through social exchange mechanisms, and Alismail (2023), who similarly observed a significant relationship between HRM practices, job satisfaction, and organizational commitment within the petrochemical and manufacturing sectors. In the context of Cilegon's petrochemical industry, where operational complexity and workplace risks require highly committed employees, effective HRM practices provide employees with a stronger sense of fairness, security, and organizational support, ultimately reinforcing positive evaluations of their work environment.

The study further reveals that HRM practices exert a positive and significant direct effect on organizational citizenship behavior (OCB) ($\beta = 0.312$; $p < 0.001$), although this influence is weaker than the indirect effect operating through job satisfaction. This finding indicates that HRM systems not only shape employees' attitudes but also directly encourage discretionary behaviors that extend beyond formal job requirements. From the perspective of Social Exchange Theory, employees tend to reciprocate favorable organizational treatment through voluntary actions that benefit the organization, even when such behaviors are not formally rewarded (Agha et al., 2025; Blau, 2017). HRM practices therefore serve as organizational signals that strengthen employees' willingness to demonstrate altruism, conscientiousness, and civic virtue as expressions of reciprocal commitment (Kaur & Kang, 2021; Yang et al., 2023). These findings corroborate previous studies showing that HRM practices positively influence OCB across different organizational contexts, including the Pakistani banking industry (Siddiqui et al., 2025; Yang et al., 2023), Bangladeshi commercial banks (Kabir et al., 2025), and other organizational settings emphasizing fair HRM implementation (Kaur & Kang, 2021). Within petrochemical companies, these findings have important operational implications because effective recruitment, employee involvement, continuous training, and transparent performance appraisal not only strengthen employees' technical capabilities but also encourage voluntary knowledge sharing, compliance with safety procedures, and active participation in continuous improvement initiatives that are essential for maintaining operational reliability and industrial safety.

The results also confirm that job satisfaction positively and significantly influences organizational citizenship behavior ($\beta = 0.476$; $p < 0.001$), indicating that employees who experience greater satisfaction with their jobs are more likely to engage in discretionary behaviors that benefit both their colleagues and the organization. The prominence of conscientiousness and altruism among the OCB dimensions further suggests that satisfied employees willingly exceed minimum job requirements and actively support coworkers in achieving organizational goals. These findings are well explained by Social Exchange Theory, which argues that employees who perceive their employment relationship positively develop a stronger sense of obligation to reciprocate through constructive workplace behaviors (Blau, 2017). The present findings align with the systematic review conducted by ShuXia et al. (2024), which identifies job satisfaction as one of the most consistent antecedents of OCB across organizational settings. Similar conclusions were reported by Yang et al. (2023), who demonstrated that job satisfaction strengthens citizenship behavior through reciprocal relationships within collectivist work environments, while Ashari et al. (2024) found that job satisfaction functions as an important

psychological mechanism linking HRM practices with positive employee behavior. In the petrochemical industry, where teamwork, operational vigilance, and adherence to safety procedures are indispensable, satisfied employees become valuable organizational assets because they voluntarily contribute to safer operations, stronger collaboration, and more sustainable organizational performance.

The mediation analysis demonstrates that job satisfaction partially mediates the relationship between HRM practices and organizational citizenship behavior, with a Variance Accounted For (VAF) value of 51.0%. This finding suggests that HRM practices influence OCB through two complementary pathways: a direct pathway that immediately encourages discretionary employee behavior and an indirect pathway operating through employees' positive evaluations of their work experiences. From the perspective of Social Exchange Theory, these pathways reflect different forms of reciprocal exchange between employees and organizations (Blau, 2017). Effective HRM practices first cultivate employees' job satisfaction by fostering perceptions of organizational support, fairness, and appreciation. These positive psychological evaluations subsequently strengthen employees' willingness to reciprocate through voluntary behaviors that benefit the organization. The findings are consistent with Mach et al. (2025), who identified job satisfaction and organizational trust as important mediators linking perceived HRM practices with OCB. Similar evidence has been reported by Saini and Bhaker (2025) and Krishnan et al. (2020), both of whom confirmed that employees' positive psychological experiences explain how HRM systems promote citizenship behavior. Furthermore, Kaur and Kang (2021) emphasized that organizational justice further strengthens this indirect relationship, reinforcing the explanatory power of Social Exchange Theory. Within the petrochemical industry, where teamwork, operational discipline, and safety compliance are fundamental to organizational performance, the partial mediation finding indicates that HRM practices shape OCB not only by improving employees' satisfaction but also through additional psychological mechanisms, such as organizational commitment, employee empowerment, or organizational trust, which warrant further investigation.

Overall, the findings provide important theoretical and practical contributions to the literature on strategic human resource management and employee behavior. Theoretically, this study extends Social Exchange Theory by demonstrating that the relationship between HRM practices and organizational citizenship behavior is not exclusively direct but is partially transmitted through employees' job satisfaction. This evidence highlights job satisfaction as a critical psychological mechanism that transforms organizational investments into discretionary behaviors, thereby enriching the understanding of employee reciprocity within high-risk industrial settings. Empirically, the study broadens existing evidence by validating these relationships in Indonesia's petrochemical industry, a context that has received limited scholarly attention despite its strategic economic importance. From a managerial perspective, the findings suggest that organizations should regard HRM practices as long-term strategic investments rather than merely administrative functions. Strengthening competency-based recruitment, continuous training, transparent performance appraisal, equitable compensation, and employee involvement can simultaneously enhance job satisfaction and encourage employees to voluntarily contribute beyond formal job responsibilities. Such improvements are particularly valuable in the petrochemical sector, where strong organizational citizenship behavior supports workplace

safety, operational efficiency, collaborative problem-solving, and ultimately strengthens sustainable organizational competitiveness.

Conclusion

This study provides empirical evidence that HRM practices positively influence organizational citizenship behavior (OCB) both directly and indirectly through the mediating role of job satisfaction among employees of petrochemical companies in Cilegon City. The findings demonstrate that effective HRM practices, including recruitment and selection, training and development, performance appraisal, compensation and rewards, and employee involvement, significantly enhance employees' job satisfaction, which subsequently encourages discretionary behaviors such as helping colleagues, complying with organizational regulations, and actively participating in organizational activities. The partial mediating effect of job satisfaction (VAF = 51.0%) confirms that it serves as an important psychological mechanism through which HRM practices are translated into organizational citizenship behavior, thereby reinforcing the explanatory power of Social Exchange Theory in understanding reciprocal employee–organization relationships within the petrochemical industry. From a practical perspective, the findings suggest that managers should strengthen HRM systems by placing greater emphasis on improving compensation and reward practices, while continuously monitoring employee job satisfaction as a strategic approach to fostering organizational citizenship behavior and sustaining long-term organizational competitiveness.

This study is subject to several limitations that provide opportunities for future research. First, the cross-sectional research design limits the ability to capture the dynamic nature of causal relationships over time; therefore, future studies are encouraged to adopt longitudinal designs to examine the evolution of social exchange processes. Second, the exclusive reliance on self-reported questionnaires may introduce common method bias, suggesting that future research should incorporate multiple data sources, such as supervisor or coworker evaluations, to obtain more comprehensive measures of OCB. Third, this study examined only job satisfaction as the mediating variable, whereas Social Exchange Theory suggests that other psychological mechanisms, including organizational commitment, organizational trust, and perceived organizational support, may also mediate the relationship between HRM practices and OCB. Finally, because the study was conducted exclusively within petrochemical companies in Cilegon City, the generalizability of the findings remains context-specific. Future studies should replicate this model across different industries and geographical settings to examine the consistency of the proposed relationships and explore the moderating influence of contextual factors, such as organizational culture and local institutional characteristics.

Authors' Declaration

The authors made substantial contributions to the conception and design of this study. The authors take responsibility for the data analysis, interpretation, and discussion of the results. The authors have read and approved the final manuscript.

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