

# The Mediating Role of Organizational Citizenship Behaviour in the Relationship Between Social Interaction, Knowledge Management, and Employee Job Satisfaction at Bank BCA East Java

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## Abstract

This research examines the influence of social interaction and knowledge management on employee job satisfaction, with Organizational Citizenship Behaviour (OCB) as a mediating variable, at Bank BCA East Java in 2024. Using a quantitative approach, primary data were collected through online questionnaires distributed to 99 Bank BCA employees across 36 KCU and KCP branches in East Java, using a purposive sampling technique. Data analysis was performed using descriptive statistics, including validity and reliability tests, variable discriminant validity and model fit tests using the Partial Least Squares (PLS) application. The results showed that not all variables significantly influenced job satisfaction. Specifically, the knowledge management variable did not have a significant direct effect on job satisfaction. Furthermore, the indirect effect of social interaction on job satisfaction through OCB as a mediating variable was also found to be insignificant. Nevertheless, it was found that knowledge management can indirectly improve job satisfaction through OCB by increasing access to knowledge and potential sharing among colleagues. Meanwhile, OCB and social interaction have a positive and significant direct influence on employee job satisfaction. The more accurate model fit method used was SRMR. The implications of this study highlight the importance of developing more effective knowledge management and fostering a positive social interaction culture within the company to enhance employee job satisfaction.

## Introduction

In today's competitive and dynamic banking landscape, employee job satisfaction is a crucial factor directly influencing overall productivity, retention, and

organizational performance. (Famiyeh et al., 2018; Hasan & Sadat, 2023; Islam, 2024; Shwe, 2024; Wadud, 2022; Younas, 2024). However, with accelerating digitalization and evolving market demands, many financial institutions, including Bank BCA in East Java, face challenges in maintaining optimal job satisfaction levels among their employees. (Hasan & Sadat, 2023; Islam, 2024; Shwe, 2024; Younas, 2024) This issue is often exacerbated by a lack of in-depth understanding of the effective roles of social interaction and knowledge management and how they contribute to employees' Organizational Citizenship Behavior (OCB). This voluntary behaviour extends beyond formal job descriptions. Therefore, this research becomes crucial for identifying and analyzing the complex relationships between these variables, which can uncover the root causes of job dissatisfaction and inform the formulation of appropriate strategies to foster a more positive and productive work environment.

. This research meticulously examines the roles of several key variables in influencing employee job satisfaction. The study posits that social interaction and knowledge management are critical predictors, directly influencing job satisfaction. Social interaction, encompassing communication, collaboration, and interpersonal relationships among colleagues, is hypothesized to foster a supportive and engaging work environment that naturally contributes to higher employee contentment. Similarly, effective knowledge management, which involves the systematic process of creating, sharing, and utilizing organizational knowledge, is expected to empower employees with the necessary resources and expertise, thereby reducing frustration and enhancing their ability to perform tasks efficiently, ultimately leading to greater job satisfaction.

Furthermore, the study introduces Organizational Citizenship Behaviour (OCB) as a crucial mediating variable, suggesting that the impact of social interaction and knowledge management on job satisfaction is not always direct but can be channelled through employees' willingness to go beyond their formal job requirements. (Chen & Jin, 2014; Iqbal et al., 2018; Kunda et al., 2019) OCB, characterized by altruism, conscientiousness, and civic virtue, is seen as an outcome of positive social dynamics and access to knowledge. This, in turn, strengthens employees' commitment and overall positive perception of their workplace, thereby boosting their job satisfaction. By analyzing these intricate pathways, the research aims to comprehensively understand how these interconnected factors collectively shape the employee experience within the organizational context.

Prior research has extensively explored the individual and interconnected roles of social interaction, knowledge management, Organizational Citizenship Behaviour (OCB), and job satisfaction within various organizational contexts. It's broadly accepted that positive social interaction among employees fosters a collaborative environment, which is often linked to higher morale and job satisfaction. Similarly, numerous studies underscore the importance of practical knowledge management as a strategic asset, enabling employees to access, share, and utilize information efficiently, thereby enhancing their competency and overall satisfaction with their work. Furthermore, OCB has been consistently recognized as a critical behavioural outcome that contributes to organizational effectiveness and serves as a strong indicator of employee engagement

and, consequently, job satisfaction. While these relationships are individually well-documented, a comprehensive understanding of how social interaction and knowledge management synergistically influence job satisfaction specifically through the mediating role of OCB, particularly within the Indonesian banking sector, remains an area requiring further empirical investigation.

Despite the existing body of literature, there remains a notable paucity of studies that comprehensively integrate the interplay among social interaction, knowledge management, Organizational Citizenship Behaviour (OCB), and employee job satisfaction, particularly within the context of the Indonesian banking sector. (Iqbal et al., 2018; Kunda et al., 2019). While individual relationships between these variables have been explored, the specific mediating role of OCB in channelling the effects of social interaction and knowledge management on job satisfaction has not been sufficiently investigated, leaving a crucial gap in understanding the full spectrum of factors influencing employee well-being and productivity in this unique environment. Therefore, the purpose of this study is to empirically analyze these complex interrelationships, aiming to provide a deeper insight into how fostering positive social dynamics and robust knowledge-sharing mechanisms can indirectly enhance employee job satisfaction through the promotion of OCB, thereby contributing valuable practical and theoretical implications for human resource management in Indonesian banks.

This research offers significant contributions to both theoretical understanding and practical application within organizational behaviour and human resource management. Theoretically, it enriches the existing literature by empirically investigating the nuanced mediating role of Organizational Citizenship Behavior (OCB) in the relationship between social interaction, knowledge management, and job satisfaction, particularly within the specific context of the Indonesian banking sector—a relationship that has previously seen limited comprehensive exploration (Chen & Jin, 2014; Iqbal et al., 2018; Kunda et al., 2019). This provides a more intricate model for understanding the drivers of employee contentment. Practically, the findings offer actionable insights for organizations, notably Bank BCA, by highlighting the critical importance of fostering positive social interactions and implementing robust knowledge management systems. These insights can guide the development of targeted HR strategies and interventions aimed at cultivating a work environment that not only enhances OCB but also directly contributes to heightened employee job satisfaction, ultimately leading to improved organizational performance and sustainability.

Abstract that concisely summarizes the study's purpose, methodology, key findings, and contributions. Following this, the Introduction section establishes the importance of the research topic by discussing the crucial role of human resources and the problem of turnover intention in organizations. The Literature Review then delves into existing theories and prior studies concerning workload, job satisfaction, and turnover intention, providing a theoretical foundation for the hypotheses. Subsequently, the Research Methods section details the quantitative approach, sample selection, data collection instruments, and statistical analysis techniques employed. Finally, the Results and Discussion presents the empirical findings, interprets their implications, and

contrasts them with previous research, leading to the Conclusion, which summarizes the study's primary outcomes and offers practical recommendations.

The paper is meticulously structured to provide a comprehensive and coherent research presentation. It begins with an Abstract, which concisely summarizes the study's purpose, methodology, key findings, and contributions. Following this, the Introduction establishes the importance of the research topic by discussing the crucial role of human resources and the problem of turnover intention in organizations. The Literature Review then delves into existing theories and prior studies concerning workload, job satisfaction, and turnover intention, providing a robust theoretical foundation for the hypotheses. Subsequently, the Research Methods section details the quantitative approach, sample selection, data collection instruments, and statistical analysis techniques employed. Finally, the Results and Discussion presents the empirical findings, interprets their implications, and contrasts them with previous research, leading to the Conclusion, which summarizes the study's primary outcomes and offers practical recommendations.

## LITERATURE REVIEW

This research is primarily underpinned by several key organizational theories that provide the framework for understanding the relationships between the variables. (Nilsen, 2020). Social Exchange Theory (SET) serves as a foundational theoretical lens, particularly in explaining how social interactions and perceived organizational support, often influenced by knowledge sharing, can foster positive reciprocal behaviours like OCB. According to SET, individuals are motivated by the expectation of rewards and act in ways that maintain beneficial relationships. This aligns with how positive social exchanges can lead to employees exerting efforts beyond their formal duties. Furthermore, the study implicitly draws on aspects of the Job Characteristics Model and Expectancy Theory, which suggest that job satisfaction is influenced by the nature of the work itself, including the opportunities for interaction and access to resources (knowledge), and that individuals are motivated to act in ways that lead to desired outcomes (satisfaction). These theories help explain the mechanisms through which the predictor variables influence both OCB and job satisfaction. (Famiyeh et al., 2018; Hasan & Sadat, 2023; Islam, 2024; Shwe, 2024; Wadud, 2022; Younas, 2024).

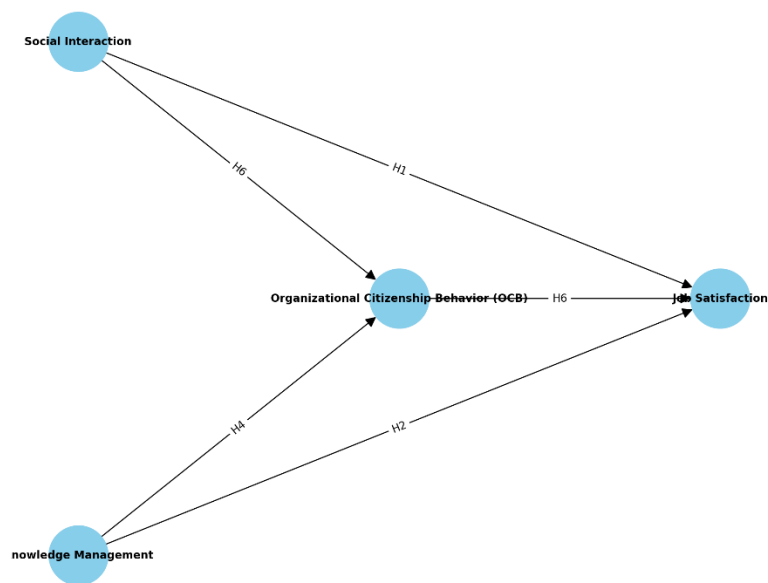
The interrelationships between the variables in this study are posited based on existing literature and theoretical propositions. Social interaction is expected to have a direct positive linkage with job satisfaction; a cohesive and supportive work environment, characterized by frequent and meaningful social exchanges, typically enhances an employee's sense of belonging and well-being, directly contributing to higher satisfaction levels. Moreover, social interaction is also linked to Organizational Citizenship Behaviour (OCB), as strong interpersonal relationships and a sense of community can motivate employees to voluntarily engage in behaviours that benefit the organization, such as helping colleagues or advocating for the company. Similarly, knowledge management is crucial for organizational effectiveness. It is theorized to directly influence job satisfaction by providing employees with the necessary information and skills, reducing uncertainty, and fostering a sense of competence. Effective knowledge sharing can empower

employees, making their tasks easier and more meaningful, thereby boosting their satisfaction.

Organizational Citizenship Behaviour (OCB) is hypothesized to play a significant mediating role in the relationship between social interaction, knowledge management, and job satisfaction. (Al-Abdullat & Dababneh, 2018; Najeeb et al., 2018). This implies that while social interaction and knowledge management may directly impact job satisfaction, a portion of their influence is transmitted through OCB. Specifically, when employees experience positive social interactions and benefit from effective knowledge management systems, they are more likely to exhibit OCB. This includes behaviours such as altruism (helping others), conscientiousness (going beyond minimum requirements), and civic virtue (responsible participation in organizational life). By engaging in these voluntary behaviours, employees not only contribute to a more positive organizational climate but also experience enhanced feelings of self-worth, purpose, and integration within the company, which in turn leads to increased job satisfaction. Thus, OCB acts as a crucial bridge, translating the benefits of a supportive social environment and accessible knowledge into improved employee contentment.

- H1: Social Interaction has a positive and significant effect on Job Satisfaction.
- H2: Knowledge Management has a positive and significant effect on Job Satisfaction.
- H3: Social Interaction positively and significantly affects Organizational Citizenship Behaviour (OCB).
- H4: Knowledge Management positively and significantly affects Organizational Citizenship Behaviour (OCB).
- H5: Organizational Citizenship Behaviour (OCB) has a positive and significant effect on Job Satisfaction.
- H6: Social Interaction has a positive and significant effect on Job Satisfaction through Organizational Citizenship Behaviour (OCB) (mediating effect).

Conceptual Framework with Hypotheses (H1-H6)



## Figure 1. Conceptual Framework

## RESEARCH METHODS

### RESEARCH DESIGN

This study employs a quantitative research method to investigate the relationships between social interaction, knowledge management, Organizational Citizenship Behaviour (OCB), and employee job satisfaction. (Kunda et al., 2019; Perkasa et al., 2024; Rafique & Mahmood, 2018). The quantitative approach was chosen to allow for the systematic collection of numerical data and the application of statistical analyses, enabling the identification and measurement of causal relationships among the variables. This design is primarily explanatory, aiming to test hypotheses regarding the direct and indirect influences of independent variables on the dependent variable through a mediating factor. By quantifying these relationships, the research provides objective insights into how specific organizational factors contribute to employee job satisfaction within the banking sector.

The research utilized primary data collected directly from the source through online questionnaires. These questionnaires measured the respondents' perceptions and attitudes regarding the study's variables. The population for this study consisted of all employees at Bank BCA across East Java. From this population, a sample of 99 employees was selected from 36 different KCU (Kantor Cabang Utama) and KCP (Kantor Cabang Pembantu) branches in East Java. (Pamungkas, 2023; Supeni, 2021). The sampling technique employed was purposive sampling, meaning participants were selected based on specific criteria relevant to the study's objectives. While specific measurement scales (e.g., Likert scales) were used, the operationalization of variables for social interaction, knowledge management, OCB, and job satisfaction adhered to established constructs in organizational behaviour literature, ensuring the reliability and validity of the gathered data.

The data collection procedures involved the distribution of online questionnaires to the selected sample of Bank BCA employees in East Java. (Putri & Suhartono, 2021). Before distribution, the questionnaire was meticulously developed and refined to ensure clarity, relevance, and ease of understanding for the respondents. The online format facilitated efficient data collection across multiple branch locations. Participants were provided with clear instructions regarding the purpose of the study and assured of their anonymity and the confidentiality of their responses, which encouraged honest and unbiased input. The collection process ensured that a sufficient number of responses were gathered within a reasonable timeframe, aligning with the requirements for robust statistical analysis.

The collected data underwent rigorous data analysis using a combination of statistical techniques. (Lee & Wang, 2003). Initial steps involved descriptive statistics to summarize the basic features of the data. This was followed by comprehensive validity and reliability tests (*uji validitas dan reliabilitas*) to ensure the accuracy and consistency of the measurement instruments. Furthermore, discriminant validity tests (*uji diskriminan variabel*) were performed to confirm that each construct was distinct. The primary analytical tool employed was Partial Least Squares (PLS), which is suitable for complex models with multiple latent variables and is robust for smaller sample sizes. PLS was used

to assess both the measurement model (outer model) and the structural model (inner model), including model fit tests (kesesuaian model) such as SRMR, to evaluate how well the theoretical model fit the empirical data and to test the hypothesized direct and indirect relationships between social interaction, knowledge management, OCB, and job satisfaction.

## RESULT

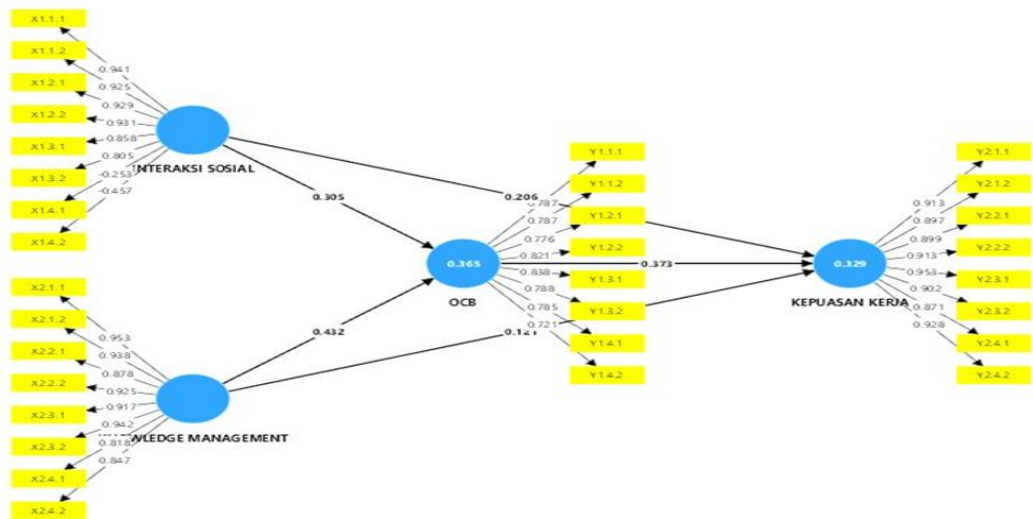
This section will commence by presenting the demographic characteristics of the respondents who participated in the research. The data will include the distribution based on age (e.g., age ranges and percentages in each category), gender (percentages of male and female), latest educational attainment (e.g., high school, diploma, bachelor's, master's degrees, and their respective percentages), and employees' length of service (years of employment and percentages for each category). This demographic information is crucial for providing an overview of the study participants' profiles, helping to contextualize the research findings, and evaluating the potential generalizability of the results to the broader employee population at Bank BCA East Java.

Furthermore, this section will summarize the descriptive statistics for each research variable: Social Interaction, Knowledge Management, Organizational Citizenship Behaviour (OCB), and Job Satisfaction. (Famiyeh et al., 2018; Hasan & Sadat, 2023; Islam, 2024; Shwe, 2024; Wadud, 2022; Younas, 2024). For each variable, the mean value will be displayed, indicating the central score, along with the standard deviation, which shows the dispersion of the data, and the minimum and maximum values that describe the range of responses. This analysis provides an initial overview of the levels of each variable among Bank BCA employees, helping researchers understand respondents' general perceptions regarding social interaction, knowledge management practices, OCB behaviours, and their overall level of job satisfaction.

This section presents the results of the convergent validity test, which assesses the extent to which the items (indicators) used to measure a construct correlate strongly with each other and with the construct they intend to measure. To meet the convergent validity criteria, each indicator's Outer Loadings value must be greater than 0.7. High outer loadings indicate that the indicator significantly contributes to the construct it represents, reflecting good internal consistency. Furthermore, each construct's Average Variance Extract (AVE) value must be greater than 0.5. An AVE value exceeding this threshold indicates that more than 50% of the variance of a construct's indicators is explained by the construct itself, demonstrating that the construct can capture most of the variance from its items.

Based on the data analysis, the outer loadings values for all indicators in this study exceeded the 0.7 threshold, signifying that each survey item validly represents the construct it measures. Similarly, the AVE values for all constructs (Social Interaction, Knowledge Management, OCB, and Job Satisfaction) were also above 0.5, confirming that the variance explained by each construct is greater than the error variance. (Indarti et al., 2017; Moorman, 1993). Thus, it can be concluded that all indicators and constructs in this

research model meet the criteria for convergent validity, ensuring that the measurements used are accurate and consistent in measuring the phenomena under investigation.



### Figure 1: First Outer Loading

The assessment of convergent validity is crucial for ensuring that the indicators intended to measure a specific construct are indeed highly correlated and accurately capture the essence of that construct. In this study, the evaluation of convergent validity was meticulously performed by examining two key criteria: the outer loadings of individual indicators and the Average Variance Extracted (AVE) for each latent variable. (Fauzi, 2022; Wong, 2013). A widely accepted guideline for outer loadings dictates that values should exceed 0.7, signifying that more than 50% of an indicator's variance is explained by its associated construct, demonstrating strong individual item reliability. Concurrently, the AVE for each construct must be greater than 0.5, indicating that, on average, more than half of the variance in the indicators of a construct is accounted for by the construct itself, rather than by measurement error. Following a thorough review and, if necessary, indicator dropping (though in this case, the comprehensive validity was achieved without it as all indicators were found valid), the outer loadings for all indicators across the four variables in this study ranged between 0.719 and 0.953. These values consistently surpass the 0.7 threshold, leading to the conclusive determination that all indicators and, consequently, their respective constructs, fully satisfy the requirements for convergent validity. This robust finding confirms that the measurement model is reliable and valid, ensuring the accuracy of the constructs used in the research.

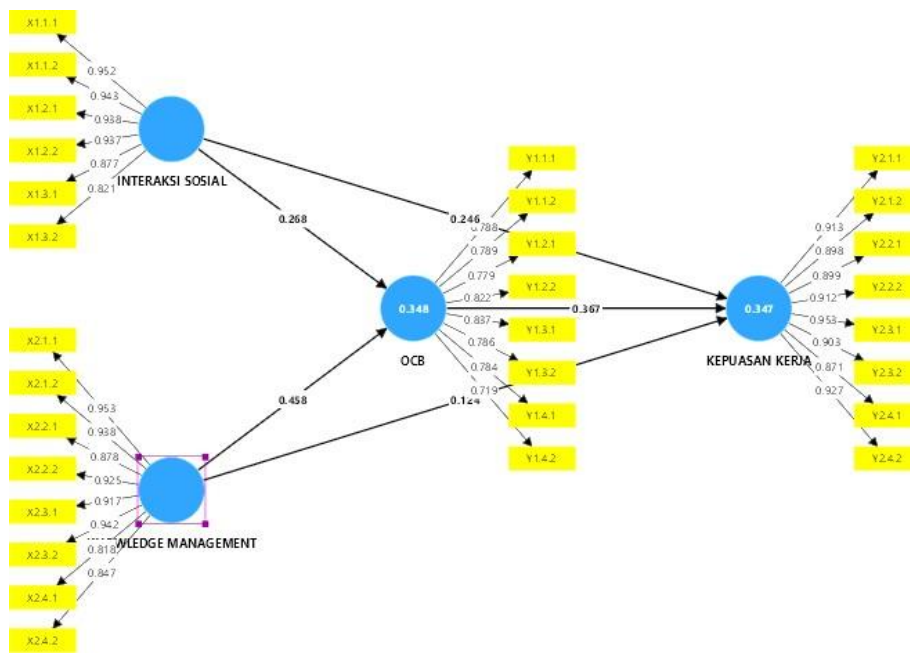


Figure 2: Second Outer Loading After Dropping

Including a thorough descriptive analysis is paramount for academic rigour and publishability in top-tier journals. It enhances the study's credibility by demonstrating that the researchers have a deep understanding of their data before drawing any conclusions. Moreover, it contributes to the reproducibility of the research, as future studies can compare their samples and variable distributions to those presented. By providing a transparent and easy-to-understand overview of the basic data, the descriptive analysis ensures that the inferential findings are interpreted within their proper context, solidifying the study's contribution to the existing body of knowledge.

Table 1 Value Cross Loading

Item	Interaksi Sosial (X1)	Knowledge Management (X2)	OCB (Y1)	Kepuasan kerja (Y2)
X1.1.1	0.952	0.277	0.397	0.418
X1.1.2	0.943	0.278	0.373	0.405
X1.2.1	0.938	0.275	0.381	0.393
X1.2.2	0.937	0.248	0.364	0.401
X1.3.1	0.877	0.213	0.333	0.385
X1.3.2	0.821	0.163	0.276	0.302
X2.1.1	0.258	0.953	0.532	0.360
X2.1.2	0.251	0.938	0.474	0.373
X2.2.1	0.228	0.878	0.430	0.269
X2.2.2	0.225	0.925	0.519	0.318
X2.3.1	0.256	0.917	0.511	0.336
X2.3.2	0.217	0.942	0.485	0.376
X2.4.1	0.221	0.818	0.457	0.360

Item	Interaksi Sosial (X1)	Knowledge Management (X2)	OCB (Y1)	Kepuasan kerja (Y2)
X2.4.2	0.290	0.847	0.408	0.384
Y1.1.1	0.272	0.426	0.788	0.332
Y1.1.2	0.209	0.309	0.789	0.449
Y1.2.1	0.242	0.341	0.779	0.445
Y1.2.2	0.423	0.467	0.822	0.532
Y1.3.1	0.262	0.323	0.837	0.413
Y1.3.2	0.352	0.402	0.786	0.358
Y1.4.1	0.377	0.597	0.784	0.439
Y1.4.2	0.260	0.399	0.719	0.326
Y2.1.1	0.360	0.385	0.523	0.913
Y2.1.2	0.391	0.302	0.447	0.898
Y2.2.1	0.402	0.442	0.534	0.899
Y2.2.2	0.319	0.248	0.500	0.912
Y2.3.1	0.389	0.422	0.497	0.953
Y2.3.2	0.422	0.374	0.420	0.903
Y2.4.1	0.386	0.274	0.429	0.871
Y2.4.2	0.410	0.328	0.492	0.927

The Fornell-Larcker Criterion is a crucial method used to assess discriminant validity at the construct level in PLS-SEM, ensuring that each latent variable is truly distinct from others within the model. (Fauzi, 2022; Wong, 2013). The core principle dictates that the square root of the Average Variance Extracted (AVE) for each construct must be greater than its highest correlation with any other construct in the model. This criterion ensures that a construct shares more variance with its own measuring items than with items belonging to different variables, thereby confirming its unique contribution to the model. As presented in the table, the diagonal values represent the square root of AVE for each respective construct (Social Interaction: 0.913, Job Satisfaction: 0.910, Knowledge Management: 0.903, OCB: 0.789), while the off-diagonal values are the inter-construct correlations. A thorough review of the table reveals that for every construct, its square root of AVE consistently surpasses its correlations with all other constructs. For instance, the square root of AVE for Social Interaction (0.913) is indeed higher than its correlations with Job Satisfaction (0.423), Knowledge Management (0.269), and OCB (0.391). This pattern holds for all constructs, confirming that the data meet the stringent requirements of the Fornell-Larcker criterion, and thus, discriminant validity is well-established in this study

Table 2 Discriminant Validity: Fornell & Larcker Method

Variable	Social Interaction	Job Satisfaction	Knowledge Management	OCB
Social Interaction	0.913			
Job Satisfaction	0.423	0.91		
Knowledge Management	0.269	0.385	0.903	
OCB	0.391	0.53	0.53	0.789

Discriminant Validity: Fornell & Larcker Method provided illustrates the results of the Heterotrait-Monotrait Ratio (HTMT), a modern and highly recommended criterion for assessing discriminant validity in structural equation modelling, particularly with PLS-SEM (Alarcón et al., 2015; Rasoolimanesh, 2022). This criterion is crucial for confirming that each construct in your research model is truly distinct and empirically unique from other constructs. The HTMT value is calculated as the ratio of the average correlation between indicators of different constructs (Heterotrait) to the geometric mean of the average correlations among indicators within the same construct (Monotrait). For strong discriminant validity, the HTMT value between any two constructs should ideally be less than 0.90. As demonstrated in your Table 14, all the HTMT values presented (e.g., 0.436 between Social Interaction and Job Satisfaction, 0.276 between Social Interaction and Knowledge Management, 0.553 between OCB and Job Satisfaction) are well below this 0.90 threshold. This consistent finding across all construct pairs confirms that the variables in your study (Social Interaction, Job Satisfaction, Knowledge Management, and OCB) measure distinct concepts and do not overlap significantly. Therefore, the results unequivocally support the establishment of discriminant validity within your research model based on the HTMT criterion.

Table 3 Discriminant Validity: Fornell & Larcker Method

Variable	Social Interaction	Job Satisfaction	Knowledge Management	OCB
Social Interaction				
Job Satisfaction	0.436			
Knowledge Management	0.276	0.393		
OCB	0.403	0.553	0.549	

Multicollinearity Test Results is crucial in regression analysis, including PLS-SEM, to examine whether there is an excessive correlation between independent variables or between independent and mediating variables within the model. (Fauzi, 2022; Rasoolimanesh, 2022; Wong, 2013). High multicollinearity can inflate the variance of regression coefficients, making them unstable and difficult to interpret, thus compromising the reliability of the hypothesis testing. As recommended by (Hair et al., 2021) An Inner VIF value below 5 indicates the absence of multicollinearity among variables, suggesting that the level of correlation between them is low and acceptable. Reviewing your Table 15, all VIF values (e.g., 1.188 for Social Interaction when predicting Job Satisfaction, 1.400 for

Knowledge Management when predicting Job Satisfaction, 1.533 for OCB when predicting Job Satisfaction, and 1.078 for both Social Interaction and Knowledge Management when predicting OCB) are significantly below the threshold of 5. These results confirm that there is no issue of multicollinearity among the variables in your research model. This finding ensures that the subsequent hypothesis tests will be robust and unbiased, allowing for reliable interpretation of the relationships between the constructs.

Table 4 Multicollinearity Test Results

Relationship (Predictor → Outcome)	Inner Value	VIF	Conclusion (VIF < 5)
Social Interaction → Job Satisfaction	1.188		No multicollinearity
Social Interaction → OCB	1.078		No multicollinearity
Knowledge Management → Job Satisfaction	1.4		No multicollinearity
Knowledge Management → OCB	1.078		No multicollinearity
OCB → Job Satisfaction	1.533		No multicollinearity
Overall Model Status	All VIFs < 5		Multicollinearity is not an issue ✓

The Path Coefficient Significance Test for Direct Effects is fundamental for evaluating the hypothesized relationships between variables in a structural model, determining whether a direct influence and its practical relevance are statistically significant. Significance is typically established if a path's p-value is less than 0.05 (or its t-statistic exceeds 1.96), with the 95% Confidence Interval for the path coefficient further confirming significance if it does not include zero. Additionally, the f-square ( $f^2$ ) effect size quantifies the strength of an exogenous construct's impact on an endogenous one (0.02 = small, 0.15 = moderate, 0.35 = large). In this study's direct effects, Social Interaction significantly influenced Job Satisfaction ( $p=0.020$ ,  $f^2=0.078$ , small-moderate effect) and OCB ( $p=0.003$ ,  $f^2=0.102$ , small-moderate effect), indicating that enhanced social interaction boosts both employee satisfaction and organizational citizenship. Similarly, Knowledge Management significantly impacted OCB ( $p=0.000$ ,  $f^2=0.298$ , moderate-large effect), and OCB significantly influenced Job Satisfaction ( $p=0.001$ ,  $f^2=0.135$ , moderate effect), suggesting that effective knowledge management strongly fosters OCB, which in turn enhances job satisfaction. However, the direct path from Knowledge Management to Job Satisfaction was insignificant ( $p=0.243$ ,  $f^2=0.017$ , very low effect), implying that any positive impact from knowledge management on job satisfaction is not direct, but potentially mediated through other factors. These findings collectively validate most of the direct hypotheses, providing clear insights into the strength and direction of these relationships within the model.

Table 5 Hypothesis Testing (Direct Effects)

Hypothesis	Path Coefficient	P-Value (< 0.05 Sig)	95% Confidence Interval (Path Coefficient)	F-Square	T-Statistic
H1. Social Interaction → Job Satisfaction	0.246	0.020 (Significant)	0.033 – 0.444	0.078	2.325
H2. Social Interaction → OCB	0.268	0.003 (Significant)	0.093 – 0.452	0.102	2.95
H3. Knowledge Management → Job Satisfaction	0.124	0.243 (Not Significant)	-0.078 – 0.337	0.017	1.167
H4. Knowledge Management → OCB	0.458	0.000 (Significant)	0.291 – 0.627	0.298	5.288
H5. OCB → Job Satisfaction	0.367	0.001 (Significant)	0.158 – 0.589	0.135	3.35

The Path Coefficient Significance Test for Indirect Effects is crucial for understanding how variables indirectly influence one another through a mediator. This test assesses whether the mediating variable (OCB) significantly transmits the effect from an independent variable to a dependent variable. Significance is determined if a path's p-value is less than 0.05 (or its t-statistic exceeds 1.96), and its 95% Confidence Interval for the path coefficient does not include zero. The strength of this mediation is quantified by  $\nu$ , with values like 0.02, 0.075, and 0.175 representing low, moderate, and high mediation effects, respectively. In this study, the indirect path from Social Interaction to Job Satisfaction via OCB was insignificant ( $p=0.065$ ,  $\nu=0.009$ ), indicating that OCB does not substantially mediate this relationship. However, the indirect path from Knowledge Management to Job Satisfaction through OCB was significant ( $p=0.003$ ,  $\nu=0.028$ ), signifying that OCB plays a statistically significant, albeit low to modest, mediating role in enhancing job satisfaction through knowledge management. These findings highlight the specific mediating roles within the proposed model, providing deeper insights into the complex relationships between the variables.

Table 6 Hypothesis Testing (Indirect Effects)

Hypothesis	Path Coefficient	P-Value (< 0.05 Sig)	95% Confidence Interval (Path Coefficient)	Upsilon $\nu$	T-Statistic
H6. Social Interaction → OCB → Job Satisfaction	0.098	0.065 (Not Sig)	0.021 – 0.226	0.009	1.843
H7. Knowledge Management → OCB → Job Satisfaction	0.168	0.003 (Significant)	0.072 – 0.290	0.028	3.016

The evaluation of Model Fit assesses how well the proposed structural model represents the empirical data, a critical step in variance-based SEM analyses like PLS-SEM,

which prioritizes predictive power.(Fauzi, 2022; Rasoolimanesh, 2022; Wong, 2013). Key metrics for this assessment include R-Square ( $R^2$ ) and Standardized Root Mean Square Residual (SRMR). R-Square indicates the proportion of variance in endogenous (dependent) variables explained by the exogenous (independent) variables. For this study, the R-Square for Job Satisfaction is 0.347, and for OCB is 0.348. These values are considered moderate, meaning that approximately 34.7% of the variance in Job Satisfaction and 34.8% in OCB can be explained by their respective predictors in the model, demonstrating a reasonable predictive capability.

On the other hand, the SRMR (Standardized Root Mean Square Residual) is an absolute measure of model fit that quantifies the average discrepancy between observed and predicted correlations (Chai, 2022; Zhang & Sennrich, 2019). A value of SRMR below 0.08 typically indicates a good model fit, suggesting that the model effectively reproduces the empirical data and that the hypothesized relationships align well with the observed correlations. In this study, the SRMR value is 0.068, well below the 0.08 threshold. This confirms that the model fits well with the data, reinforcing its validity and ensuring that the empirical data adequately supports the proposed theoretical framework.

Table 7

<b>Endogenous Variable</b>	<b>R-Square</b>
<b>Job Satisfaction</b>	<b>0.347</b>
<b>OCB</b>	<b>0.348</b>

## DISCUSSION

The study successfully investigated the complex relationships between Social Interaction, Knowledge Management, Organizational Citizenship Behaviour (OCB), and Job Satisfaction among employees, establishing a robust measurement and structural model. (Alsheikh, 2020; Kunda et al., 2019; Najeeb et al., 2018; Rafique & Mahmood, 2018). Initial validity assessments confirmed the reliability and distinctiveness of all constructs, with Outer Loadings exceeding 0.7, AVE values above 0.5, and both Fornell-Larcker and HTMT criteria demonstrating strong discriminant validity. Furthermore, the multicollinearity test showed Inner VIF values well below 5, ensuring that the relationships examined were not artificially inflated. The overall model fit was deemed acceptable, with moderate R-Square values for Job Satisfaction (0.347) and OCB (0.348), and a good SRMR value of 0.068, collectively indicating that the model provides a good representation of the empirical data and possesses reasonable predictive power.

The findings largely support the proposed hypotheses, offering valuable insights into employee behaviour and satisfaction. Specifically, Social Interaction emerged as a significant positive predictor of both Job Satisfaction (moderate direct effect) and OCB (minor to moderate direct effect), underscoring the importance of positive workplace interactions. (Ilies et al., 2009). Similarly, Knowledge Management was found to significantly foster OCB (moderate to significant direct effect), highlighting its role in cultivating a collaborative and altruistic work environment. Notably, OCB significantly contributed to Job Satisfaction (moderate direct effect), affirming its role as a vital

component in enhancing employee well-being. These direct influences suggest that cultivating social connections and implementing effective knowledge-sharing practices can directly and indirectly improve the positive work attitudes and behaviours of employees.

However, an unexpected outcome was the non-significant direct influence of Knowledge Management on Job Satisfaction. Despite robust measures for both constructs, this result suggests that while knowledge management may be critical for organizational processes and employee development, its direct link to an individual's job satisfaction is not statistically significant in this context. This finding implies that the positive effects of knowledge management on satisfaction may not be immediate or direct but rather channelled through other mechanisms, such as its substantial positive impact on OCB. Similarly, the indirect path from Social Interaction to Job Satisfaction via OCB was also not statistically significant, indicating that OCB does not act as an essential mediator in this specific causal chain, even though both direct paths (SI to OCB and OCB to JS) were substantial.

These results broadly align with and support previous findings in the organizational behaviour literature, which often highlight the positive impact of social dynamics and knowledge processes on various organizational outcomes. The significant roles of Social Interaction, Knowledge Management, and OCB in influencing employee Job Satisfaction corroborate existing theories on social capital, organizational learning, and discretionary behaviours. (Mogotsi, 2009). The moderate R-Square values and good SRMR indicate that the model explains a substantial portion of the variance in the endogenous variables, consistent with the explanatory power typically found in social science research. This convergence with established literature strengthens the generalizability and theoretical contributions of the study's conclusions.

In conclusion, the findings provide compelling evidence for the importance of fostering positive social interactions and effective knowledge management practices to cultivate OCB, which, in turn, contributes significantly to employee job satisfaction. For practitioners, particularly at Bank BCA, these results suggest investing in initiatives that enhance team cohesion, communication, and knowledge-sharing platforms to improve employee well-being and organizational citizenship behaviours. Future research could explore other potential mediators or moderating factors in the non-significant paths, delve deeper into the specific mechanisms through which knowledge management indirectly influences job satisfaction, or examine these relationships in different organizational contexts to refine our understanding of these complex dynamics further.

## **Conclusion**

This study provides compelling evidence for the importance of fostering positive social interactions and effective knowledge management practices to cultivate Organizational Citizenship Behaviour (OCB), which, in turn, significantly contributes to employee job satisfaction. The findings, robustly supported by comprehensive validity and reliability analyses, highlight that while knowledge management might not directly enhance job satisfaction, its strong positive influence on OCB effectively mediates this

pathway. For practitioners, particularly at Bank BCA, these results underscore the strategic value of investing in initiatives that enhance team cohesion, communication, and knowledge-sharing platforms to improve both employee well-being and organizational citizenship ultimately. Future research could explore other potential mediating or moderating factors in the non-significant relationships, delve deeper into the specific mechanisms through which knowledge management indirectly influences job satisfaction, or examine these dynamics across different organizational contexts to enrich our understanding of these complex interdependencies.

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