

Research Article

Job Satisfaction and Organizational Citizenship Behavior (OCB): The Moderating Role of Social Identity

Nur Dhiny Dewantara

University of Muhammadiyah, Malang, Indonesia

Abstract.

Organizational citizenship behavior (OCB) is a contribution from individuals who go beyond the role in the workplace from what is assigned and rewarded. Employees who are satisfied with their jobs may be more able to bring out OCB behavior. The relationship can be strengthened by each individual's social identity. The purpose of this study was to determine the moderating role of social identity on the relationship between job satisfaction and organizational citizenship behavior. The subjects of this study were 75 employees who worked at the Aster Cosmetic company in Malang. The total sampling method was used, wherein the entire population served as the subject. A quantitative research design was used. Data were analyzed using the Hayes PROCESS. The results show that job satisfaction significantly affects OCB behavior. It can be explained that the higher a person's job satisfaction, the more able the employee will be to show OCB behavior. Meanwhile, social identity is not able to moderate the relationship between job satisfaction and OCB.

Corresponding Author: Nur
Dhiny Dewantara; email:
dhinydewantara02@umm.ac.id

Published 7 February 2024

Publishing services provided by
Knowledge E

© Nur Dhiny Dewantara. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the ICAP-H Conference Committee.

Keywords: job satisfaction, OCB, social identity

1. BACKGROUND

Since it was first introduced by Organ in 1998, the study of OCB has continued to evolve. For example, Williams and Anderson (1991) and LePine, Erez, and Johnson (2002) made a distinction between OCB aimed at the organization (OCBO) and OCB focused on interpersonal interactions at the individual level (OCBI) [1]. In addition, OCB also continues to be a topic of study and research to date. Many studies have been conducted to reveal and develop the concept of OCB which is also associated with several other variables. For example, research conducted by Ribeiro, et al in 2022. Where from the results of the research conducted, it was found that the authentic leadership style can increase employees' affective bonds with their organization, and therefore, strengthen workers' tendency to engage in OCB [2].

 OPEN ACCESS

Taman & Shaw cited in Nguyen (2021) argue that developing OCB should be a focal point for the success of any organization, especially if the organization wants to achieve its sustainability goals [3]. It is believed that employee citizenship behavior (OCB) will also be able to improve employee performance. This is in line with research conducted by Casu, et al, (2021) where the results of the study show that OCB is proven to partially mediate the relationship between job satisfaction and task performance [4]. The results of other studies have also found that OCB is also proven to be able to mediate the relationship between work-life balance and organizational performance [5].

Organizational citizenship behavior (OCB) is a contribution from individuals who exceed the role in the workplace from what is assigned & rewarded. According to Organ (1986) there are five dimensions that exist in OCB, namely altruism (helping other employees), civic virtue (support for organizational functions), conscientiousness (working beyond demands), courtesy (alleviating other people's problems) and sportsmanship (avoiding damaging issues) [6]. High OCB in employees will make these employees not only carry out their main tasks, but also perform other tasks outside the demands of their main tasks, such as helping coworkers, innovating, and doing tasks beyond the standard. This can certainly make employees perform better and of course will also improve overall company performance. This is in line with research that has been conducted in one of the companies in Malang, where the results of the study show that the better the OCB of an employee will make his job satisfaction increase, and the increase in job satisfaction will also make employee performance better. Thus, to be able to improve employee performance, one of the things that can be done is to increase OCB [7].

Other studies have also found that OCB can not only improve overall performance, but also affect several aspects of performance. The study described how the organizational dynamics of prosocial behavior can lead to higher performance, and how OCB positively predicts performance in organizational settings. From the results of the studied it was also found that OCB significantly predicts overall performance and other aspects related to performance, including quality, creativity, and performance efficiency [8]. In addition, from the results of other studies OCB was also found to affect the level of employee turnover. Where from the results of the study it was found that low and high performing employees were more likely to leave, while employees who showed high OCB were less likely to leave [9].

Seeing the importance of OCB in employees, it is important for companies to know what can shape or influence OCB itself. There have been quite a number of studies that have conducted research in seeing what things can affect or contribute to the level

of employee OCB, including leadership style, perceived organizational support, & job satisfaction. This is like the results of research that has been done, where it is proven that these three things can affect an employee's OCB [10]. Beyond these studies, of course there are many other things that are believed to be able to increase employee OCB. Among the many OCB predictors, one of them that is believed to have a strong relationship with OCB is employee job satisfaction.

Job satisfaction is believed to be a strong predictor of Organizational Citizenship Behavior (OCB). Locke (1976) described job satisfaction as a positive emotion and pleasant state driven by an appraisal of one's job or work experience. Similarly, Spector (1997) defines job satisfaction as an individual's overall feelings about various aspects of their job. From this we can conclude that job satisfaction is a condition of a person's positive and pleasant emotions that arise due to a person's assessment and experience of various aspects of their work. Regarding job satisfaction as a predictor of OCB, it is found that there are some differences from several research results. This is in accordance with the results of the literature review that has been conducted by previous researchers. Where the differences in these results include research conducted by Ramdhani (2021) in one of the convection companies. The results of this study indicate that there is a positive and significant effect of reward on organizational citizenship behavior (OCB), there is an insignificant effect of job satisfaction on organizational citizenship behavior (OCB), there is a positive and significant effect of organizational commitment on organizational citizenship behavior. From the results of the research conducted, it was found that job satisfaction had an insignificant effect on OCB [11].

In contrast to the results of the research described above, other studies have shown that job satisfaction has a significant effect on OCB. One of them is research conducted by Ocvil and Palupiningdiyah (2022) on employees of Perumda Tirta mulia drinking water in Pematang Regency. The results showed that job satisfaction and perceptions of organizational support had a positive and significant effect on organizational commitment. Job satisfaction and organizational commitment have a positive relationship and a significant effect on OCB, but the perception of organizational support has a positive effect and an insignificant effect on OCB [12].

From the explanation above, there are differences in research results on the relationship between job satisfaction and OCB. So that the question is when and or what kind of conditions will then be able to increase, decrease or even reverse the relationship between the two variables. So that the Moderation variable appears, which in this case the researcher places Social Identity as a moderator. The consideration in placing social identity as a moderator in the relationship between job satisfaction and OCB is based

on social identity theory. Social identity theory is one of the latest theories in the field of social psychology. This theory is included in a group of theories that emphasize the strong influence of groups on the dynamics of human psychology. Where social identity has a major influence on individual attitudes and behavior in everyday life (13).

Based on the description above, the researcher assumes that a person's level of self-identification with their environment will be an important variable that can increase or weaken the relationship between job satisfaction and OCB. Therefore, the purpose of this study is to prove this assumption. In addition, although many studies have shown the relationship between job satisfaction and OCB, there is still uncertainty about how social identity affects this relationship. The results of this study are expected to provide an overview of how social identity affects the relationship between job satisfaction and OCB. The results of this study are expected to be an additional reference related to the study of OCB. Additional references can be used by companies in determining the right strategy to increase employee OCB, which from the results of research has proven to have an important role in determining employee and company performance.

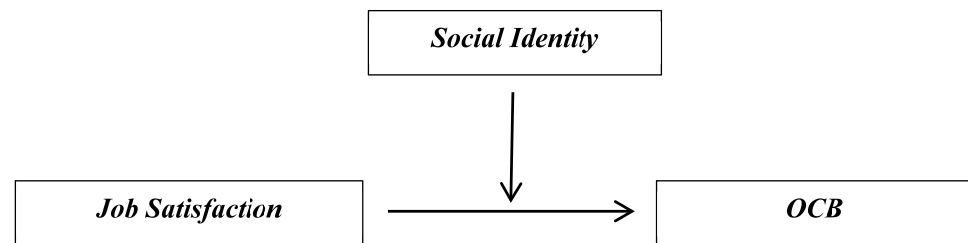


Figure 1: Thinking Framework.

Hypothesis 1: There is a positive relationship between Job Satisfaction and OCB.

Hypothesis 2: Social Identity is able to moderate the relationship between Job Satisfaction and OCB.

2. RESEARCH METHODS

2.1. Variables or concepts studied

In this study, there are three variables, namely job satisfaction as an independent variable, organizational citizenship behavior (OCB) as a dependent variable, and social identity as a moderating variable. Job satisfaction itself is a person's positive and pleasant emotional condition that arises because of a person's assessment and experience of various aspects of their work [11]. Meanwhile, OCB is a contribution from individuals who exceed the role in the workplace from what is assigned & rewarded [6]. There

is also social identity is a bridge that connects individuals with groups. Through the definition of individuals as a group social influence can occur and social belief systems shape what we think, pay attention to, and do. Social identity according to Feitosa (2012) consists of three main dimensions, namely: First, categorisation, which refers to knowledge about one's membership in a group. Second, sense of Belonging, which is the extent to which individuals feel part of the group, are committed to protecting the group, and most importantly have a sense of belonging. Third, positive Attitude, which is the attitude of group members based on the value of certain membership to individual and group life [13].

2.2. Sampling Method

The sampling technique in this study used a total sampling technique or saturated sampling, where all members of the population in this study were sampled. According to Sugiyono (2019) Saturated Sampling is a sample selection technique if all members of the population are sampled [14]. The reason for using total sampling is because the population is less than 100, so the entire population is used as a research sample [15]. In this case the population in this study was 75 people. The implication of using total sampling is that the research results will be able to describe the population as a whole.

2.3. Research subject

The subjects in this study were all employees of Aster Cosmetic Company Malang whose population was 75 people who were employees in the front liner and back office. Aster Cosmetic Company itself is a cosmetic retail company based in Malang city with several branches in other areas or cities. The description or description of the subjects in this study will be described in the following table:

2.4. Research Instruments

OCB is measured using a measuring instrument adapted by Grasiawaty, et al (2016) to the OCB measuring instrument developed by William and Andersons (1991). There are two main dimensions of the OCB measuring instrument compiled by William and Anderson, namely: OCB-I (Organization Citizenship Behavior towards Individuals): Is OCB carried out by an employee aimed at individuals in the organization, either to colleagues or to their supervisors/subordinates. For example, helping coworkers who

TABLE 1: Subject Description.

Characteristics	Total (N)	Percentage (%)
Gender		
Male	12 People	16%
Female	63 People	84%
Age		
<20 years	1 person	1%
21 - 30 years	49 people	65%
31 - 40 years	18 people	25%
41 - 50 years	4 people	5%
>50 years	3 people	4%
Length of Service		
<1 year	28 people	37,3%
1-3 years	21 people	28%
3-5 years	9 people	12%
>5 years	17 people	22,7%

are overloaded with work, helping superiors, and so on. OCB-O (Organization Citizenship Behavior towards Organization): Is OCB carried out by an employee aimed at the organization as a whole, for example protecting company assets, following company rules, and so on. This measuring instrument itself is peer reviewed, so it is expected to be more accurate than a measuring instrument that is self-reported [16]. The following is an example of an item in the OCB measurement tool used *'Helping with the work of other employees who are absent'*.

Job satisfaction will be measured by a measuring instrument developed by Cooper, Rout, and Faragher (1989). This measuring instrument is a shortened version of the job satisfaction measuring instrument created by Warr, Cook and Wall (1979). This measuring instrument is divided into three aspects, namely intrinsic, extrinsic and measuring overall job satisfaction. Item responses in this measuring instrument use a linkert scale from 0-4. The following is an example of an item in the job satisfaction measurement tool used *'taking it all into account, how do you feel about your job'*.

Meanwhile, to measure social identity variables, the measuring instrument used is the social identity scale developed by Feitosa et al. (2012) and adapted by Fauzi & Rahmani (2018). This measuring instrument has 18 items that measure three dimensions, namely categorization, sense of belonging, and positive attitude. This measuring instrument has also been carried out a validation test in 2022 and the results of all items were declared valid and can be used especially on the subject of urban communities in Indonesia (13). The following are examples of items in the social identity measurement tool used *'I feel comfortable when I think that I belong to this group'*.

2.5. Research design

The research design used in this study is a quantitative approach. Creswell (2010) defines quantitative research as the process of collecting, analyzing, interpreting and reporting research results in the form of numbers. The research design used in this study is correlational. Correlational design is a procedure in quantitative research to measure the level of association (or relationship) between two or more variables using statistical procedures.

2.6. Data Collection Procedures

The data collection procedure in this study used an online questionnaire technique. Where the researcher prepares all the scales that have been determined in the form of an online questionnaire (via google form). After that the researcher requested that the research subject, which in this case was all employees at the Aster Cosmetic Malang company, fill out the google form. In the google form, an informed consent is also included which contains a willingness to participate in this study with an ethical code of confidentiality that will be guaranteed by the researcher. After all subjects fill out the online questionnaire, the next researcher draws data that has been entered on the google form.

2.7. Data analysis technique

Data analysis used in this study uses statistical methods. The data obtained from respondents were analyzed using PROCESS by Hayes which aims to determine the role of social identity in moderating the relationship between Job satisfaction and Organizational Citizenship Behavior [17]. Before the moderation test is carried out, the classical assumption test is first carried out, which includes normality test, heteroscedasticity test, and multicollinearity test.

3. RESULT

Based on the results of the data normality test with the Kolmogorov-Smirnov test, all variables show normal distribution (significance value > 0.05). Where the results of the data normality test with the Kolmogorov-Smirnov test resulted in a significance value of 0.537 for the job satisfaction variable, 0.615 for the social identity variable and 0.678

for the OCB variable. While the results of heteroscedasticity testing also do not show heteroscedasticity. Where the heteroscedasticity test results show 0.788 and 0.395 (significance > 0.05). Meanwhile, from the multicollinearity test results, the tolerance value is 0.857, which is above > 0.10 and the VIF value of 1.167 is less than <10, so it can be said that there are no multicollinearity symptoms.

TABLE 2: Descriptive statistics and correlation of research variables.

Variables	M	SD	(1)	(2)	(3)
Job satisfaction	38.42	6.23	1	.436*	.340*
Social Identity	52.46	7.17		1	.423*
OCB	48.70	5.51			1

Notes. M = mean, SD = standard deviation; *p<.05.

Based on the results of the descriptive statistical test and correlation above, it can be explained that the average value for the job satisfaction variable is 38.42 with a standard deviation of 6.23. While the social identity variable has an average value of 52.46 and a standard deviation of 7.17. Then the OCB variable has an average value of 48.70 and a standard deviation of 5.51. In addition, from the table above we can also find out that the job satisfaction variable has a significant correlation relationship with OCB (.340) and with social identity (.436). Furthermore, it is also found that the social identity variable also has a significant correlation with OCB (.423).

TABLE 3: The results of analyzing the role of *social identity* in moderating the relationship between *job satisfaction* and OCB.

Influence between variables	β	se	p
<i>Job satisfaction</i> on OCB	0.19	0.92	.037
Moderating effect of <i>social identity</i> on the relationship between <i>job satisfaction</i> and OCB	-0.12	0.11	.294

From Table 3 we can see that *job satisfaction* has a significant relationship with OCB, thus hypothesis 1 is accepted. From the table we can also see that it turns out that *social identity* is not able to moderate the relationship between *job satisfaction* and OCB. Thus, it can be said that hypothesis 2 is rejected.

From this figure, it becomes clear that social identity is not able to moderate the relationship between job satisfaction and OCB. This is based on the negative β value and significance above 0.05.

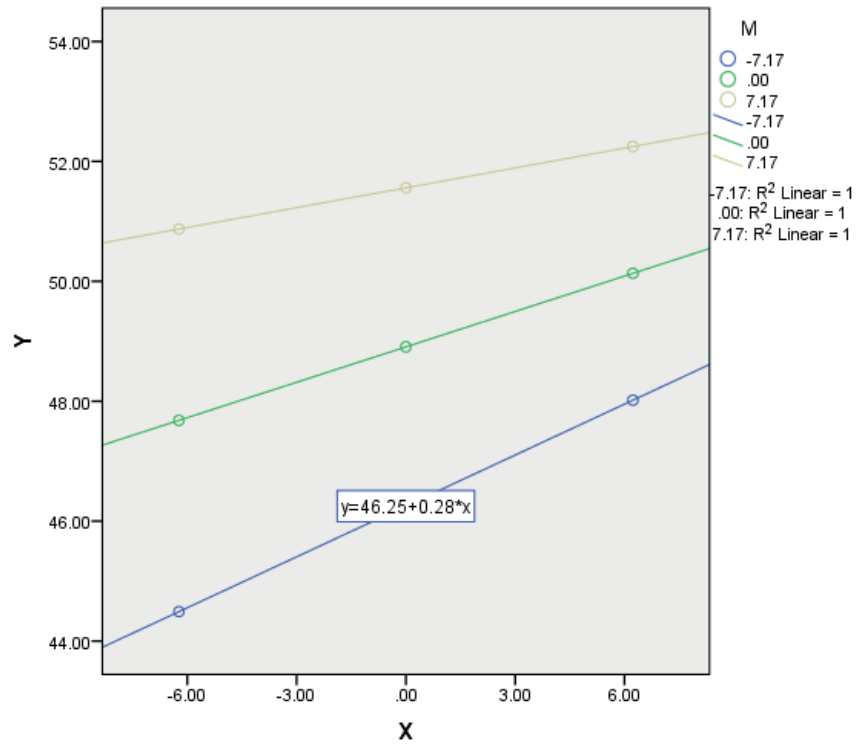


Figure 2: Overview of the moderating effect of *social identity* on the relationship between *job satisfaction* and *OCB*.

4. DISCUSSION

The results of this study indicate that job satisfaction has a positive and significant relationship with OCB behavior. In other words, the higher the level of job satisfaction felt by employees, the higher the possibility of OCB behavior. This finding also strengthens the results of previous findings which also show a positive and significant relationship between job satisfaction and OCB. Among them is research conducted by Fitrio, et al (2019), where from the results of his research it was found that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) [18]. Another study that also found something similar was a study conducted by Alkhader, et al (2020), where the study aimed to see the moderating effect of collectivism and individualism values and the State in the relationship between job satisfaction and OCB. From the results of this study, it was found that job satisfaction was positively correlated with OCB, especially in Kuwait & China compared to America [19]. Lee-Peng’s research (2021) also found that job satisfaction has a positive and significant correlation with OCB. From this study, it was also found that work engagement proved to be a partial mediator in the relationship between job satisfaction and OCB [20].

From the results of research conducted by researchers and reinforced by several other research results, it can be input for Aster Cosmetics companies to pay attention to employee job satisfaction, because this can trigger the emergence of OCB behavior which from the results of other studies shows a close relationship with employee and organizational performance. Yaakobi & Weisberg's (2020) research, for example, found that OCB is a predictor of creativity and performance efficiency moderated by collective efficacy. This means that when trust with the leader increases, it will further enhance the relationship between OCB and performance, especially in the aspects of creativity and performance efficiency [21]. Another study conducted by Casu, et al (2021) also found that OCB can partially mediate the relationship between job satisfaction and performance. Therefore, it is also recommended for companies to be able to arrange interventions both individually and in groups to increase employee job satisfaction and OCB (4).

Job satisfaction by Locke quoted from Bapokipar, 2017 is defined as a positive emotion felt as a result of recognition of the success of the work performed. Job satisfaction is a key element in explaining behavior in organizations and is the most frequently researched element in human resource management. With job satisfaction felt by employees, it will stimulate positive behaviors in the context of work, one of which is OCB. Where OCB itself as previously explained is a pro-social behavior where people will do work beyond what has been assigned. This behavior can be reflected in the willingness to help colleagues, trying to provide performance beyond what is expected, and actively following the company's agenda. Job satisfaction can be assessed either globally, which is based on general working conditions or at the individual level, which is based on aspects of the individual's job itself, including job appreciation, communication, working conditions, promotion opportunities, job recognition, supervision and so on.

Other results of this study show that the inability of social identity to be a moderating variable between job satisfaction and OCB. In other words, the second hypothesis in this study is rejected. The foundation for the selection of social identity variables as moderator variables itself departs from the social identity theory itself. Where this theory emphasizes how strong groups will influence individuals. In this case, a person's self-identification with his group will affect how he behaves and behaves [13]. Social identity according to Feitosa et al. (2012) consists of three main dimensions, namely: First, categorization which refers to knowledge about one's membership in a group, second is a sense of belonging and the third is positive behavior [13]. From this explanation, the researcher assumes that a person's high or low social identity will determine the

relationship between job satisfaction and OCB, whether it strengthens or weakens. However, what was found in this study was not the case. Even so, this study also found interesting things, where there is a positive and significant relationship between the three variables partially. Where job satisfaction with OCB shows there is a positive and significant correlation, as well as the relationship between job satisfaction and social identity, and social identity with OCB. This raises a new assumption that it could be that the right model is not moderation but mediation. Although of course this must be proven further with in-depth research. In addition, the inability of social identity to be a moderating variable is also very possible potential external factors that may affect the relationship between job satisfaction and OCB. For example, work environment, organisational culture, or other external factors that significantly influence OCB.

This study has limitations in several ways, including the small number of subjects. This is also a suggestion for future researchers who will examine the moderating effect of social identity on the relationship between job satisfaction and OCB, then they can conduct research with a larger scope. For example, by conducting similar research in small and medium enterprises (MSMEs) with a large number of subjects. Where the MSME sector is a developing business unit, of course it is highly expected that its employees have high OCB behavior. Besides that, another thing that is no less important is related to the selection of moderating variables. Of course, it must consider various factors that may further determine (either weaken or strengthen) the relationship between job satisfaction and OCB behavior. For example, it is related to individual values, organizational cultural values, and other things that can certainly mediate the relationship.

5. CONCLUSION

Based on the findings and explanations above, it can be concluded that the result of this study is that there is a positive and significant relationship between job satisfaction and OCB behavior in employees of Aster Cosmetic Malang company. It can be said that the higher the job satisfaction felt by employees, the higher the likelihood that these employees will bring up OCB behavior. The second research result found that there was no moderating effect of social identity on the relationship between job satisfaction and OCB. From the results of this study, the implication is that if the cosmetic aster company wants to increase employee OCB, it can pay attention to job satisfaction. Where we know OCB it self is scientifically proven to have a significant effect on employee and company performance. From here, the management of Aster Cosmetics can pay attention to

things that will shape employee job satisfaction. Among them, management needs to pay attention to an adequate payroll system, promotion opportunities for all employees, fair company rules and procedures, and a conducive and supportive work environment.

Acknowledgments

Thank you, of course, to all those who have been involved and supported the implementation of this research. Moreover, the researcher expressed his deepest gratitude to Aster Cosmetic Company Malang for giving permission and supporting this research so that it could be carried out. In addition, the researcher also expressed his gratitude for the guidance of Dr. Nida Hasanati, M.Si. as the lecturer of the quantitative research methods course of the Psychology Postgraduate Program at Muhammadiyah University of Malang.

Funding

In carrying out this research, no funds were used from any party.

Ethics Policy

The research ethics applied in this study is that the researcher includes a willingness to participate in this study with (informed consent) which is filled in by all respondents before the respondent fills out the scale.

References

- [1] De Geus Cj, Ingrams A, Tummers L, Pandey Sk. Organizational Citizenship behavior in the public sector: A systematic literature review and future research agenda. Wiley. 2020.
- [2] Ribeiro , Duarte P, Filipe R, David R. Does authentic leadership stimulate organizational citizenship behaviors? The importance of affective commitment as a mediator. Sustainability Accounting, Management and Policy Journal. 2022;13(2):320–340.
- [3] Nguyen. The effect of other in-group members' organizational citizenship behavior on employees' organizational deviance: A moral licensing perspective. Journal of Asian Business and Economic Studies. 2021;28(3):177–190.

- [4] Casu G, Mariani MG, Chiesa R, Guglielmi D, Gregmigni P. The role of organizational citizenship behavior and gender between job satisfaction and task performance. *International Journal of Environmental Research and Public Health*. 2021;18(18):9499.
- [5] Thevanes N, Harikaran S. Work life balance and organizational performance the mediating role of organizational citizenship behavior. *Asian Journal of Social Sciences*. 2020;7(4):280–287.
- [6] Hendrawan A, Sucahyawati H, Indriyani I. *Organizational Citizenship Behavior (Ocb) Pada Karyawan Akademi Maritim Nusantara*. Unimus; 2017.
- [7] Lestari ER, Ghaby NKF. Pengaruh Organizational Citizenship Behavior (OCB) terhadap kepuasan kerja dan kinerja karyawan. *Industria*. 2018;7.
- [8] Yaakobi E, Weisberg J. Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies. *Organizational Psychology*. 2020;11.
- [9] Becton J, Carr J, Mossholder K. Differential effects of task performance organizational citizenship behavior, and job complexity on voluntary turn over. *Business and Psychology*. 2017;32:495–508.
- [10] Astuti P, Sari YD, Widiana H. Organizational Citizenship Behavior (OCB) pada paramedic. *Jurnal Psikologi Integratif*. 2019; 7.
- [11] Ramdhani B. Pengaruh reward, kepuasan kerja dan komitmen organisasi terhadap Organizational Citizenship Behavior (OCB) pada karyawan titik terang konveksi. *Jurnal Ilmiah Edunomika*. 2021.
- [12] Ocvl N, Palupiningdyah. Factors affecting organizational citizenship behavior. *Manajemen Analysis Jurnal*. 2022.
- [13] Alviano I, Saloom G. Validasi pengukuran identitas sosial versi Indonesia dengan analisis faktor konfirmatori (CFA). *Psikoborneo*. 2022;10:761–769.
- [14] Sugiyono. *Metodelogi Penelitian kuantitatif dan kualitatif dan R&D*. Bandung: Alfabeta. 2019.
- [15] Masturoh, Anggita N. *Metodologi penelitian kesehatan Jakarta: Pusat pendidikan sumber daya manusia kesehatan*. 2018.
- [16] Grasiawaty N, Juwita FR, Setyasih N. Adaptasi alat ukur Organizational Citizenship Behavior (OCB) dengan peer review di Indonesia. *Psychology & Humanity*. 2016.
- [17] Winarsunu T. *Statistik dalam penelitian psikologi dan pendidikan*. Malang: UMM Press; 2015.
- [18] Fitrio T, Apriansyah R, Utami S, Yaspita H. The effect of job satisfaction to Organizational Citizenship Behavior (OCB) mediated by organizational commitment. *International Journal of Scientific Research and Management (IJSRM)*. 2019;7.

- [19] Alkhadher O, Beehr T, Li M. Individualism-collectivism and nation as moderators of the job satisfaction-organizational citizenship behavior relationship in the U.S., China, and Kuwait. *Asian Journal of Social Psychology*. 2020;23:469–482.
- [20] Ng Lp, Choong Yo, Kuar Ls, Tan Ce, Teoh Sy. Job satisfaction and organizational citizenship behaviour amongst health professionals: The mediating role of work engagement. *International Journal of Healthcare Management*. 2021;14(3):797–804.
- [21] Yaakobi E, Weisberg J. Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies. *Frontiers in Psychology*. 2020.