Job Satisfaction and Organizational Citizenship Behavior: A Literature Review

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Abstract
With the advance of globalization, enterprises face increasingly fierce market competition. In this environment, improving customer service quality has become the key to gaining competitive advantage. Research has shown that Organizational Citizenship Behavior (OCB) plays a vital role in enhancing service quality and maintaining customer loyalty. Job satisfaction is considered to be one of the major factors influencing OCB, and employees who are satisfied with their jobs are more inclined to demonstrate behaviors that go beyond the call of duty, which not only enhances teamwork and cohesion, but also directly improves organizational performance. This paper reviews the relationship between job satisfaction and OCB, discusses the practical significance of this relationship in the service industry, and analyzes how OCB can be promoted by improving employee satisfaction in order to enhance the market competitiveness of organizations
Keywords: Organizational Citizenship Behavior (OCB), Job Satisfaction, Customer Service Quality, Organizational Performance, Service Industries

Introduction
Globalization has provided numerous opportunities for businesses to grow and at the same time increased competition among industries (Azila-Gbettor, 2023b). In such a competitive market environment, it has become difficult to win a larger market share by relying on price reduction strategies alone (Kensbock et al., 2019). Therefore, high-quality customer service has become a key strategy for companies to gain a competitive advantage, and exceptional service quality not only satisfies customers' needs but also enhances their loyalty (Scheidt & Chung, 2019).

Superior service quality is usually defined as a service experience that exceeds customer expectations (Xu et al., 2022). Long-term data analysis has shown that meeting or even exceeding customer expectations has been a determining factor in the success of the service industry, especially the hospitality industry (Azila-Gbettor, 2023a). However, due to the intangible nature of services, it is difficult to set a clear standard for optimal service, which makes the interaction between employees and customers crucial (Ocampo et al., 2018).

In this context, employees who demonstrate organizational citizenship behaviors play a central role and become an integral part in building and maintaining long-term customer relationships (Sultana & Johari, 2022). Organizational citizenship behavior enhances

teamwork and cohesion, ensures continuity and stability of organizational performance, and in turn maintains high levels of service quality (Haass et al., 2023). In fact, this behavior is essential to maintain the organization's competitiveness in the marketplace as it directly enhances organizational performance (Chang et al., 2021).

Significance of the Study

In a globalized and competitive market environment, companies are faced with the challenge of seeking competitive advantage in delivering superior customer service. Research has shown that job satisfaction and organizational citizenship behavior (OCB) occupy a central place in business strategy because they directly affect the service quality, customer satisfaction and overall performance of an organization. Therefore, it is of great research importance to gain a deeper understanding of the relationship between job satisfaction and OCB.

Job satisfaction, a key predictor of OCB, reveals how employee satisfaction promotes them to exhibit behaviors that go beyond the call of duty at work. Satisfied employees are more inclined to engage in OCB, a behavior that not only enhances teamwork and cohesion, but also strengthens customer loyalty by improving service quality. Therefore, studying the relationship between job satisfaction and OCB can help organizations to develop strategies to enhance employee satisfaction and motivate their citizenship behaviors, which can directly enhance the market performance and competitiveness of the organization.

Understanding the various factors that influence OCB, especially job satisfaction, is crucial for the service industry as this can directly impact ultimate customer satisfaction and loyalty. OCB demonstrated by employees can significantly improve the quality of service delivery and enable organizations to stand out from the competition.

Moreover, by studying OCB, organizations can better understand how to motivate and engage employees through improvements in management practices and work environment. This understanding can help organizations develop effective human resource strategies to develop and maintain high levels of OCB, thereby enhancing organizational performance and market competitiveness.

In conclusion, exploring the relationship between job satisfaction and organizational citizenship behavior not only helps to understand the motivational mechanisms behind employee behavior, but also provides theoretical basis and practical guidance on how to improve organizational performance by enhancing employee satisfaction in practice. This has far-reaching significance for human resource management, organizational behavior research, and service-oriented corporate strategy.

Research Methodology

This study utilized a systematic literature review (SLR) approach in order to answer specific questions. This method focuses on the rigor and transparency of the research process and ensures that the findings can be replicated by other scholars. Systematic Literature Review has gradually gained wide attention in the field of business and management (McGuire, 2021; Dangelico & Vocalelli, 2017). This study followed the SLR steps recommended (Tranfield et al., 2003), and relevant secondary data were collected through several databases such as Scopus, Web of Science, and Google Scholar to ensure consistency with existing research methods. The results of the review of the relevant literature were integrated and presented in the grid diagram below, which is designed to present and

integrate the key findings of existing studies to provide the reader with a clear view of the research.
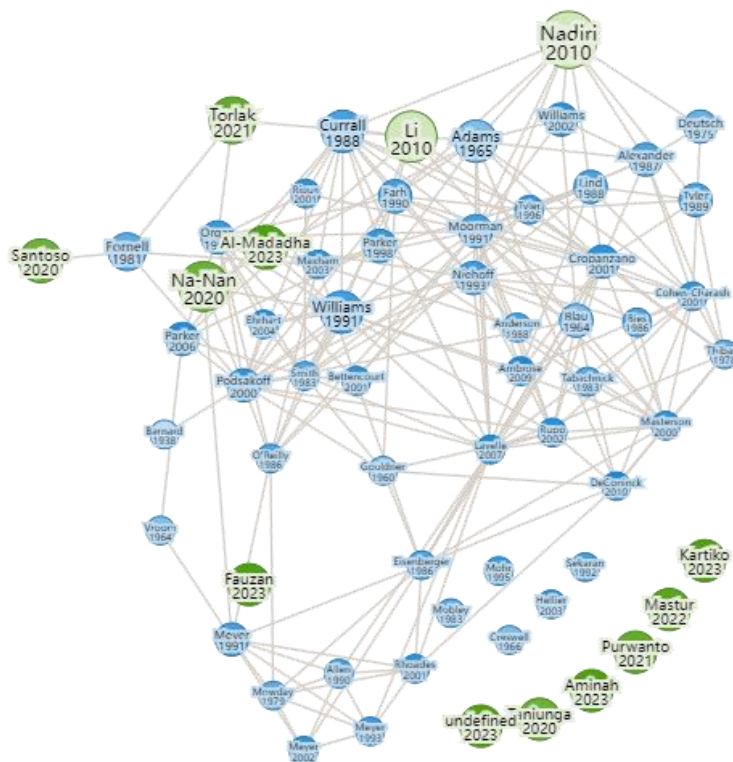
The papers cover a variety of fields, research methods, and geographic regions, providing a broad perspective on the topic. To ensure the depth and focus of the review, a number of selection criteria were used, such as the impact of the literature, the rigor of the research methodology, the reliability of the data, and the relevance and innovation of the findings.

After careful evaluation and comparative analysis, 16 most representative ones are selected for the research on the relationship between job satisfaction and organizational citizenship behavior in the past 15 years. These selected papers demonstrate a high degree of professionalism and far-reaching influence in terms of theoretical construction, empirical analysis and research conclusions. Through this rigorous screening process, this review ensures that each of the studies discussed provides an important and unique perspective on understanding the complex relationship between job satisfaction and OCB. The following is a compilation of the screened papers.

Item	Publication Year	Author	Title
1	2010	Halil Nadiri et al.	An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry.
2	2010	Ning Li et al.	The Role of Proactive Personality in Job Satisfaction and Organizational Citizenship Behavior: A Relational Perspective

3	2020	Priyono Budi Santoso et al.	The Role of Job Satisfaction and Organizational Citizenship Behavior on Performance: Evidence from Indonesian Teachers
4	2020	Khahan Na-Nan et al.	Mediating Effects of Job Satisfaction and Organizational Commitment between Problems with Performance Appraisal and Organizational Citizenship Behavior
5	2020	Bahdin Nur Tanjunga et al.	The Influence of Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior on the Performance of Islamic School Teachers
6	2021	Agus Purwanto et al.	Effect of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior
7	2021	N. Gökhan Torlak et al.	Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior
8	2022	Mastur Mastur et al.	The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Organizational Citizenship Behavior (OCB) in Islamic Educational Institutions
9	2023	Aminah Aminah et al.	The Effect of Principal Transformational Leadership, Teacher Job Satisfaction, and Organizational Commitment on Teacher Organizational Citizenship Behavior at Elementary School in Martapura
10	2023	Amro Al-Madadha et al.	Corporate Social Responsibility and Creative Performance: The Effect of Job Satisfaction and Organizational Citizenship Behavior
11	2023	Ari Kartiko et al.	Improving Teacher Job Satisfaction Through Organizational Commitment and Organizational Citizenship Behavior in The Digitalization Era
12	2023	Njoman Oly Soesianingsih et al.	The Influence Of Tenure, Job Satisfaction And Organizational Culture On Organizational Citizenship Behavior At Hospital
13	2023	Raja Mazhar Hameed et al.	Investigating How the Perception of Appraisal Politics and Bias Influence Job Satisfaction and Organizational Citizenship Behavior, with Trust Playing a Moderating Role among Employees
14	2023	Rizky Fauzan	The Influence of Person-Job Fit Toward Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior
15	2023	Syahdila Gunawan	Enhancing Job Satisfaction and Organizational Citizenship Behavior of Interns in Indonesia
16	2024	Wirda Y. Dulahu et al.	Job Satisfaction and Organizational Citizenship Behavior (OCB) in Nurses

Content of the Study
Research on Job Satisfaction

Job satisfaction is a core concept in the field of organizational behavior and human resource management, with diverse definitions but focusing on emotions, attitudes, and need fulfillment. Hoppock (1935) first described job satisfaction as positive feelings about work-related psychological and physical factors, highlighting the importance of an individual's psychological and physiological responses to the work environment. Locke (1976) defined it as a pleasurable or positive emotional state induced by job evaluations, emphasizing the affective perspective. Organ and Ryan (1995) as well as Mullins (2005) further viewed job satisfaction as an affective attitude, while Aziri (2011) considered it as a feeling induced by the fulfillment of material and psychological needs at work.

Job satisfaction also involves attitudes and feelings about the work environment and the extent to which needs are met. It is viewed as people's feelings and attitudes about various aspects of their jobs (Spector, 1997; Weiss et al., 1967). Statt (2004) defined job satisfaction in terms of need fulfillment, emphasizing the importance of intrinsic motivation. Definitions by Vroom (1964) and Wright (2006) are broader, viewing job satisfaction as an emotional experience of the job role and a subjective response to the work environment, including psychological, physiological, and environmental coherence.Together, these definitions emphasize that job satisfaction is a combination of an individual's experience in the work environment.

Job satisfaction is shaped by a variety of factors, including compensation, work environment, leadership style, personal characteristics, and organizational culture, etc. Yang and Kassekert (2009) emphasized the importance of these factors in the field of public administration, while Christen et al (2006) pointed out that these influences may vary depending on the job task and organization. Research has shown that organizational culture and climate profoundly affect employee job satisfaction. Research has shown that a positive work climate and strong organizational support significantly increased employee satisfaction (Patah et al., 2009). In addition, leadership style is also a key factor, as studies by Chen & Ching (2011); Yammarino and Dubinsky (1994) showed that transformational and transactional leadership had a positive impact on job satisfaction.

Employee involvement, empowerment and feedback are essential for enhancing job satisfaction.Bhatti and Qureshi's (2007) study showed that employee involvement significantly increased their sense of control and belonging to the job, which in turn enhanced satisfaction. The positive effects of a sense of empowerment on attitudes and satisfaction have been explored Snipes et al (2005), while the effects of discretion, outcome feedback, and process feedback on satisfaction were the focus of another study (Mcafee et al., 1995). Pay structure and reward systems also play an important role in constituting employee satisfaction. Studies have highlighted the direct importance of salary levels Ineson et al (2000); Lam et al (2001), while another study focuses on the significant impact of performance-related pay and seniority-based reward systems on satisfaction (Ileana Petrescu & Simmons, 2008).

Job characteristics such as work overload and time pressure also affect job satisfaction and Tsigilis et al.'s (2006) study suggests that these factors may have a negative impact on satisfaction. Physical factors of the work environment, such as a comfortable workplace and appropriate lighting, are critical to enhancing satisfaction, and Ceylan's (1998) study revealed the importance of these factors. Relationships and social support are also important factors

affecting job satisfaction, Robbins (2002) stated that good relationships and social support can significantly increase employee satisfaction and productivity.

It is equally important to explore the consequences of job satisfaction, which include employee well-being and quality of life, job performance, work ethic and engagement, and organizational citizenship behaviors.Judge and Klinger's (2010) study revealed a strong link between job satisfaction and employees' overall well-being and quality of life. In terms of job performance, studies have demonstrated a positive link between employee satisfaction and productivity (Back et al., 2011). Job satisfaction significantly enhances employees' enthusiasm and active participation (Han & Yoon, 2015; Lu et al., 2016). Moreover, organizational citizenship behavior and customer satisfaction are also affected by employee satisfaction, and a study shows that employee satisfaction directly affects the quality of the services they provide (Söderlund, 2017).

Research on OCB

Organizational Citizenship Behavior (OCB) is a central concept in the study of organizational behavior, which has evolved and deepened since Katz's 1964 proposal of "extra-role behaviors" of employees. Originally, OCB was formally named by Dennis Organ and his colleagues in 1983 and defined in 1988 as "discretionary individual behaviors that are not directly or explicitly sanctioned by a formal reward system but that generally contribute to the effective functioning of the organization" (Bateman & Organ , 1983; Organ, 1988). This definition emphasizes the voluntary and informal nature of the behavior and its contribution to the overall good of the organization. However, Graham challenged this view in 1991, suggesting that the concept of political citizenship be incorporated into the OCB definition as an expression of civic responsibility in organizations. In 1997, Organ revised the definition again, describing OCB as "the performance of the social and psychological environment that supports task performance as it occurs," further clarifying the distinction between task performance and OCB and avoiding the difficulty of treating OCB as discretionary behavior that may not be formally rewarded (Organ, 1997; MacKenzie et al., 1991; Motowidlo & Van Scotter, 1994; Rotundo & Sackett, 2002; Podsakoff et al., 2009).

Organizational citizenship behavior is highly related to contextual performance (CP) and pro-social organizational behavior (POB) in terms of terminological classification, but the breadth and focus of the respective fields differ. According to Organ's explanation in 2018, POB has the broadest, almost open-ended, context, while OCB is studied more broadly than CP, which focuses primarily on the performance of workplace teams. In addition, CP studies place more emphasis on the influence of personality factors, while OCB focuses more on the impact of job satisfaction on employee behavior (Ocampo et al., 2018; Organ, 2018). These studies reveal how different models of organizational behavior explain and predict additional employee contributions at work and how these contributions contribute to overall organizational effectiveness.

Organizational Citizenship Behavior (OCB) is a complex and multidimensional concept, and its study encompasses a variety of behavioral dimensions that reflect employees' contributions to the organization beyond their regular duties. Early on, Organ (1988) defined five core dimensions of OCB: altruism, civic virtue, responsibility, courtesy, and sportsmanship. These dimensions broadly describe how employees support their colleagues and the effective functioning of the organization through a variety of spontaneous behaviors. Subsequently, Graham (1989) built on Organ by proposing four dimensions including interpersonal help, personal initiative, personal diligence and loyalty support. In addition,

Williams and Anderson (1991) further classified OCB into individual-oriented (OCB-I) and organization-oriented (OCB-O) behaviors, thus providing a new perspective on understanding OCB in terms of behavioral goals.

As research has progressed, scholars have continued to enrich and expand their understanding of OCB dimensions. A particularly important step was taken by Podsakoff et al (2000), who, by examining nearly 30 potential forms of civic behaviors, ultimately categorized them into seven common themes or dimensions: helping behavior, sportsmanship, organizational loyalty, organizational compliance, personal initiative, civic virtue, and self-development. These dimensions provide a comprehensive and integrated framework for understanding OCB, highlighting the diversity and depth of employee behaviors in contributing to organizational effectiveness. Furthermore, Bettencourt et al (2001) focused on service-oriented OCB by proposing three dimensions of loyalty, service delivery, and engagement, which further enriched OCB research. Together, these studies demonstrate the multidimensional nature of OCB, highlighting its broad applicability and importance in different work settings.

Organizational Citizenship Behavior (OCB) plays a key role in modern business management, which not only enhances employee performance, but also improves customer satisfaction and service quality.OCB can significantly increase service perceptions and satisfaction by improving employee-customer interactions, as emphasized by Dastyari and Shahabi (2014) Service quality depends on high quality employee-customer interactions. In addition, OCB was shown to mediate the relationship between internal marketing and perceived service quality improvement, further emphasizing its role in enhancing customer satisfaction (SeyedJavadin et al., 2012). In terms of employee performance, Borman and Motowidlo (1993) describe OCB as a "lubricant" for social interactions within an organization, which enhances work climate and efficiency by optimizing communication and cooperation. Correspondingly, studies show that OCB directly affects task performance by motivating employees and enhancing teamwork (Hanafi et al., 2018; Che et al., 2021).

At the organizational level, OCB has a positive impact on overall organizational performance, with Podsakoff and MacKenzie (1994) suggesting that it can contribute up to 17% of organizational performance, and Barbuto et al (2001) viewed OCB as a behavior that has an impact on both individual and organizational performance, even if its performance is often unremarkable. In addition, OCB is negatively associated with employee turnover intentions and turnover rates, and as noted by Podsakoff et al (2009), employees who participate in OCB generally feel more satisfied and engaged in their jobs, and thus are less likely to leave.

There are various factors affecting employees' demonstration of OCB, among which job satisfaction is an important factor. The studies of Smith et al (1983); Organ and Ryan (1995) have shown that there is a significant relationship between job satisfaction and OCB. In addition, organizational commitment, perceived fairness, trust, and dedication also significantly influence OCB. For example, Gautam et al (2005) found that organizational commitment is positively related to OCB, while Bettencourt and Brown (1997) explored the positive impact of perceived fairness on OCB. Rurkkum and Bartlett (2012) emphasized the contribution of engagement to OCB, while Singh and Srivastava (2009) showed that employees' trust in the organization and leaders is key to motivating OCB.

In addition, personality traits, leadership behaviors, task characteristics, and human resource management practices have significant effects on facilitating or constraining OCB. Personality traits such as conscientiousness and agreeableness were identified as key

predictors of OCB (Ilies et al., 2009), while the relationship between transformational leadership behaviors and OCB has been discussed (Podsakoff et al., 1990). Task characteristics, such as task autonomy and task importance, are also positively related to OCB (Todd, 2006). Human resource management practices, including pay equity and employee empowerment, have a significant effect on OCB (Raub, 2008; Mukhtar et al., 2012).Together, these factors form a complex network that promotes or inhibits employees' demonstration of OCB.

Research on Job Satisfaction and OCB

Numerous studies have pointed to job satisfaction as a key element in employees' attitudes toward work, and it is particularly central to the study of organizational citizenship behavior (OCB). Early research on OCB e.g., Bateman & Organ (1983); Smith et al (1983) and subsequent meta-analyses e.g., Organ & Ryan (1995) have shown job satisfaction to be a valid predictor of OCB.

These studies have found that employees who feel satisfied with their jobs tend to give back to the organization by exhibiting behaviors that go beyond the call of duty, thus enhancing the overall performance of the organization.

Employees who feel satisfied with their jobs are more inclined to participate in OCB (Kunda et al., 2020; Huang et al., 2022). Additionally, Chi and Gursoy (2009) emphasized the importance of employee satisfaction, particularly in industries where customer satisfaction is critical and should be a key focus.

Conclusion

This paper has reviewed the relationship between job satisfaction and Organizational Citizenship Behavior (OCB), highlighting how high quality customer service and exceptional service delivery in a globalized and competitive market environment depends on the positive behaviors and attitudes of employees. Studies have shown that job satisfaction is an effective predictor of OCB, and when employees are highly satisfied, they are more inclined to engage in behaviors that go beyond their regular duties, which not only enhance teamwork and cohesion, but also directly improve the organization's service quality and performance. In addition, by demonstrating OCB, employees help to maintain and strengthen customer relationships, thereby increasing customer satisfaction and loyalty, which is critical to maintaining an organization's competitiveness in a competitive marketplace.

Research Limitations

Despite the existence of extensive research supporting the positive relationship between job satisfaction and OCB, there are several limitations to the findings of this review. First, most of the studies relied on cross-sectional data, which limits the ability to explain causal relationships. Future research needs to adopt a longitudinal design to more accurately track the dynamic relationship between job satisfaction and OCB and its long-term impact on organizational performance. Second, although this review covered multiple industries and cultural contexts, the diversity of samples and settings may still be limited. Therefore, a wider range of international and cross-cultural studies would help to deepen the understanding of the relationship between these variables and to consider possible differences in OCB performance across cultural contexts. Finally, this study focuses on the relationship between positive job satisfaction and OCB and does not adequately explore the possible negative impacts, for example, too much job satisfaction may lead employees to over-commit

themselves to their work and neglect their personal health or family life, and future research should explore the importance of this balance.

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