

The Relationship between Job Satisfaction and Organizational Citizenship Behavior (OCB) in the Retail Industry in Indonesia

Wanee Saepung*, Sukirno**, Sununta Siengthai ***

The purpose of this study is to examine the relationship between job satisfaction and organizational citizenship behavior (OCB) among retail employees in Indonesia. About 275 retail employees in the Jogjakarta area participated in this study. The survey was conducted to test the hypothesized relationship between job satisfaction and organizational citizenship behavior of the retail employees. The 5-point Likert-scale research instrument for job satisfaction and its facets was developed based on the work of Smith, Kendall and Hulin (1969) and that of Podsakoff and MacKenzie (1994) for OCB. Thus, in this research, OCB is defined as being composed of 3 main dimensions, namely, 1) helping behaviors; 2) civic virtue; and 3) sportsmanship. Based on the multiple regression analysis, it is found that overall, job satisfaction and demographic variables can account for about 43.2 percent of the variation in retail employee OCB level.

Keywords: Job satisfaction, Organizational citizenship behavior (OCB), retail industry, Indonesia

Field of Research: International Business

1. Introduction

In the very competitive environment, the on-going regionalization process in ASEAN and free flow of capital, labor and technology, firms will need to better manage their human resources to gain their competitive advantage. Human resources are intellectual capital to an organization which is embodied with abilities, talents, skills, personalities, motivation, and organization cultural value which lead to various demonstrated behaviors and performance. The different individual behaviors result in varying organization outcomes. The question is which behavior generates organizational effectiveness and is desirable to an organization. Despite the extensive work carried out by sales management researchers regarding the influence of organizational citizenship behaviors (OCB) on significant individual and organizational outcomes, it is still of interest to address new research questions and support previous results with samples from different organizational settings and other countries. Researchers have also identified the need to thoroughly investigate relationships between different antecedents of extra-role behaviors.

*Wanee Sae Pung wsaepung@hotmail.com,

**Sukirno DS soekirno_uny@yahoo.co.id,

***Sununta Siengthai s.siengthai@ait.ac.th

In Indonesia, the urbanization process is taking place rapidly. There is an emerging middle-class segment and changing lifestyles of the population. Retail industry is one sector that has good prospect for growth and employment generation in the economy. Yet, to ensure the sustainable growth of the industry, it depends much on the effectiveness of the participating firms. Katz and Kahn (1978) suggest three different basic behaviors that generate effective organization. According to them, employees should (1) involve and support organization systems; (2) should demonstrate dependable role performance, achieving established work standards; and (3) should exhibit "innovative and spontaneous behavior: performance beyond role requirements for accomplishments of organizational functions" (Katz and Kahn, 1978). The last category comprises actions such as cooperative actions with other members, actions that promote a favorable climate at workplace, actions that improve organizational system and so on. The focus of this paper's investigation is on this last category of behaviors which reflect what we call 'organizational citizenship behavior'. We aim to investigate the relationship between job satisfaction and its facets and organizational citizenship behavior (OCB). In the following sections, we first describe and discuss the concepts of organizational citizenship behavior (OCB) and job satisfaction. Then, the research methodology will be described. Following this, findings will be presented and discussed. Finally, conclusion and managerial implications will be provided.

2. Employee Job Satisfaction and OCB

In this section, we review relevant literature to provide an understanding on what we mean by organizational citizenship behavior and its importance in the retail industry and what factors are found to influence OCB in the previous studies. Although many studies have found several factors that influence the level of OCB of employees, this study focuses on the influence of job satisfaction and its different facets on the level of OCB among employees in the retail industry in Indonesia.

2.1 What is Organizational Citizenship Behavior (OCB)?

The manifestation of OCB arising from job satisfaction can be theoretically traced back to the social exchange theory of Blau (1964). Blau describes social exchange as an open-ended stream of resource transactions which involve in developing and maintaining personnel relationships which are based on trust (Rousseau et al., 1998). When people experience the positive mood state, they tend to associate with pro-social behavior which is about behaving in such "a good citizenship"; therefore "an organization with a highly satisfied work force benefits from the goodwill in the community that satisfied worker help foster" (Organ, 1988, p.121).

The meaning and definitions of organizational citizenship behavior have varied. Katz and Kahn (1978) divided behaviors in organizations into in-role behavior in accordance with formal role descriptions, and extra-role behavior beyond formal role requirements. According to this view, extra-role behavior arises from feelings of "citizenship" with respect to the organization. Organ (1988, p.4) defined OCB as "an individual behavior that is discretionary, not directly or