ORGANIZATIONAL COMMITMENT IN ACHIEVING JOB SATISFACTION AND THE ESTABLISHMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): A SYSTEMATIC REVIEW OF THE LITERATURE

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Abstract

This study focuses on investigating the link between organizational commitment (OC), job satisfaction (JS), and the emergence of employees' Organizational Citizenship Behavior (OCB). OCB involves employees voluntarily going above and beyond their formal duties. Various organizational factors influence the achievement of OCB, and high job satisfaction among employees plays a crucial role as a significant contributor. Various factors influence job satisfaction, and one such crucial variable is organizational commitment, which plays a pivotal role in establishing a positive work environment. Organizational commitment (OC) doesn't arise spontaneously; somewhat, it is shaped through a series of processes involving the entire human resources system and various supportive mechanisms. This commitment is intricately connected to preserving employees' mindsets and cultivating a sense of unity and loyalty towards the company. Emphasizing organizational commitment as a critical factor in a company's success, this concept is instrumental in enhancing employees' job satisfaction. As a result of this heightened satisfaction, employees are motivated to voluntarily exceed their formal obligations, contributing to the company's advancement. Essentially, organizational commitment is a catalyst, prompting employees to willingly contribute to their company's progress, illustrating the interconnectedness of commitment, job satisfaction, and OCB.

Keywords: Organizational commitment, Job satisfaction and organization citizenship behavior (OCB).

Introduction

Over the past two decades, OCB has gained significant attention in management disciplines and psychology, highlighting the importance of organizational citizenship behavior in improving organizational effectiveness. Preliminary findings by Organ (1977) confirm that OCB plays an important role in reinforcing the social and psychological context that supports task execution, as described by (Tharikh et al., 2016). The study of human resource behavior, including the relationship between job satisfaction, OCB, and various other variables that influence both directly and indirectly, is constantly

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evolving and offers new insights in this area. The importance of employee behavior in the workplace is becoming increasingly visible in the context of an organization's success, which depends heavily on the quality of its human resources. In today's global era, effective human resource management is the key for companies to sharpen their competitive capabilities, affirming that the behavior of the company's human resources is an important determining factor in achieving organizational goals.

In an era of increasing globalization and international competition, strategies to recruit, retain, and manage human resources that can increase organizational competitiveness are crucial factors in industry success (Nadiri &; Tanova, 2010). Various studies in the field of behavior have illustrated the relationship between organizational commitment and job satisfaction. Organizational commitment is considered a value orientation towards the organization, reflecting the thinking of individuals who prioritize work and organization (Rohayati, 2014)

OC in the context of organizational behavior is considered very important because it reflects a pattern of behavior, a set of intentions, motivations, or attitudes of individuals towards the organization. It shows the degree to which employees feel psychologically connected to work and the extent to which they adopt or internalize organizational values and characteristics. Organizational commitment reflects the psychological state that identifies oneself with the organization as well as the factors that influence organizational behavior. Organizational commitment is needed both from employees and the organization itself so that organizational goals can be achieved. Organizations can increase employee commitment by providing satisfaction on the job.

The aspect of job satisfaction in the workplace is considered very important in the lives of employees. Employees tend to feel more comfortable and satisfied with their work if job satisfaction is met (Budiman et al., 2014) If an organization can increase employee job satisfaction, this can support the formation of OCB in employees (Rohayati, 2014) Simply put, job satisfaction encourages employees to not only fulfill their responsibilities but even go beyond their formal obligations. Job satisfaction felt by employees triggers motivation to work optimally, even involving themselves in activities outside their official duties and responsibilities. This willingness to do work outside of routine tasks is what is referred to as Organizational Citizenship Behavior (OCB).

An organization not only requires employees to be able to work individually but also able to work in a team. In addition, employees are also expected not only to do work related to their *job desc* but also willing and able to do work outside their *job desc*. Robbins (2015) terms employee behavior as OCB.

Several studies have proven that JS is the dominant factor influencing OCB (Zeinabadi, 2010) and (Gita et al., 2019). Although the problem of JS and the formation

of OCB is also determined by human factors, with the commitment of the organization in a company, every personnel in an organization will form OCB in these employees.

Employees who support OCB are most likely those with a conscience. Organizations need to recognize employees who have a conscience to ensure that they will continue to exhibit OCB and as motivation for others to behave in the same way. Organizations can potentially use rigour as a criterion to judge employees, as the best employees. Another method is to create an employee rewards program, which is based on OCB. (Budiman et al., 2014)

The results of the study (Na-nan et al., 2020) revealed that the perception model of assessment problems, JS, employee engagement in organizations, and OCB is consistent with previous empirical evidence by considering the conformity index set by researchers and educators

This research is very important for the survival of the company, because if employees feel comfortable in the workplace through organizational commitments that have been well rooted, then their job satisfaction will also increase, Organization Citizenship Behavior (OCB), an employee is also expected to be formed and will contribute to the company where the company will be more advanced and developed, this will further have a wider impact on society because it will Increase employment opportunities and reduce unemployment.

Some of the results of previous research that discuss the relationship between organizational commitment, job satisfaction and organization citizenship behavior are:

1. Managing Job Attitudes: The Roles of Job Satisfaction and OC on OCB. (Tharikh et al., 2016)
2. Mediating Effects of JS and OC between Problems with Performance Appraisal and OCB.(Na-Nan et al., 2020)
3. The relationship between JS, job burnout and OC with the OCB among members of faculty in the Islamic Azad University –first district branches, to provide the appropriate model.(Salehi & Gholtash, 2011a)
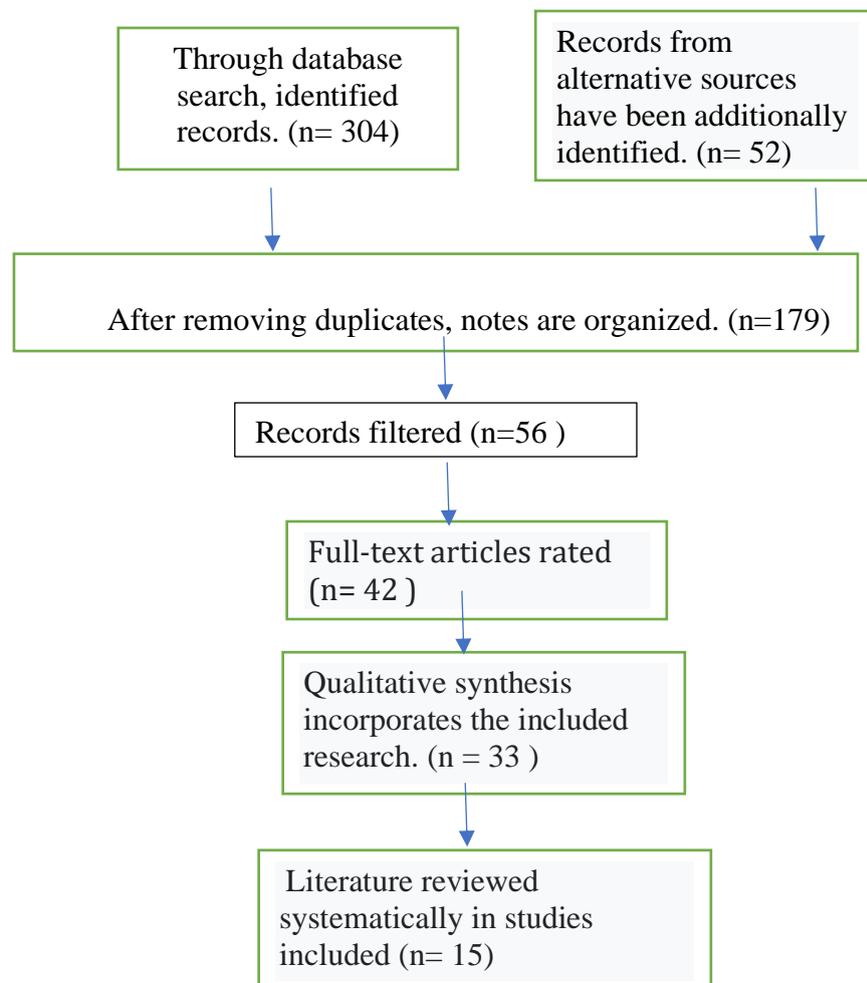
Research Methods

SLR is defined as the process of identifying, assessing, and interpreting all available research evidence to provide answers to specific research questions (Kitchenham et al., 2007). This study uses a SLR approach with data sources derived from indexed journal literature that has been electronically ISSN (International Standard Serial Number) which has been published via the internet with the E-ISSN code. The research method in this paper contains the process of searching for articles and the number of articles used in a systematic literature review. Article searches are carried out through databases of national and international journal providers such as Science Direct, Scopus, Google Scholar, and related databases to identify articles related to the keywords used OC, JS and OCB in the title, keywords, or abstract of articles that will be

the source of this article published from the beginning of 2010 to the end of 2023. The author decided to limit the search to articles published since 2010.

In addition, to further identify articles that do not include the terms OC, JS and OCB in the title, abstract, or keywords, the author conducted an in-depth citation search of the articles that have been identified. To ensure the quality of articles used in literature reviews, authors only include articles that meet the following criteria: they focus on OC, JS and OCB. The articles used are papers in English and Indonesian. At first, the number of articles was found as many as 304 then selected and issued irrelevant, so that the remaining 179 and selected again the remaining 56 articles then selection again left 42 articles then selected again the remaining 33 articles and the last remaining 15 articles relevant to research related to OC, OCB. JS. The selection of the number of articles used can be illustrated in the PRISMA diagram below:

DIAGRAM PRISMA

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Through database search, identified records. (n= 304)

Records from alternative sources have been additionally identified. (n= 52)

After removing duplicates, notes are organized. (n=179)

Records filtered (n=56)

Full-text articles rated (n= 42)

Qualitative synthesis incorporates the included research. (n = 33)

Literature reviewed systematically in studies included (n= 15)

Result

In this SLR review, 15 journals were analysed. Organizational commitment in achieving job satisfaction and formation of OCB. Every year many journals discuss this matter, in this paper 15 journals related to OC, JS and OCB are taken which were published from 2010 to 2023.

Based on the Prism table above, the number of articles used in Raeview's Systematic Literature is 15 journals which can be seen in the table below

Table 1. Significant Journal Publications on Organizational Commitment, Job Satisfaction and OCB

No	Researchers	Heading	Country	Method	Result
1	Tharikh et al, 2016	Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors.	Malaysia	Quantitative with SPSS version 22	The study found that JS and OC were positively associated with OCB.
2	Khahan Na-Nan et al, 2020	Mediating Effects of Job Satisfaction and Organizational Commitment between Problemswith Performance Appraisal and OrganizationalCitizenship Behavior	Thailand	Analysis of structural equations	Job satisfaction and employee engagement in organizations are important mediators between perceived issues in performance appraisals and civic behavior. Regarding the effects of variables, assessment problems in the process and on the person have a positive effect on civic behavior directly and indirectly through JS and employee involvement with the organization.
3	Idris et al 2021	Predicting factors of organizational citizenship behavior in Indonesian nurses	Indonesia-jurnal int	Partial least square (PLS)	Transformational leadership has no significant effect on OCB but has major implications for learning culture and JS. Both learning culture and JS significantly and positively predict OCB

4	Salehi, et al:2011	The relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of faculty in the Islamic Azad University –first district branches, to provide the appropriate model	Iran	statistical methods of Pearson correlation coefficients, multivariate regression and path analysis	The variables of JS and OC have a positive effect on OCB, while work burnout hurts it. JS negatively affects job burnout
5	Nadiri et al, 2010	An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in the hospitality industry	Turkey	Regression and correlation analysis	The findings suggest that the fairness of personal outcomes employees receive may have more impact on exit intent, JS OCB, behavior compared to the perceived fairness of company procedures. It also found that although better JS appeared to be associated with OCB, organizational fairness appeared to be a key factor that had a strong effect on OCB and JS.
6	Farooq, 2015	Organization Citizenship Behaviour a Key for Employee Retention: An Empirical Investigation from Systematic Institutional Industry Pakistan	Pakistan	Systematic literature Review	Research shows that there is a positive and very significant relationship between employee engagement, mentoring and employee retention, and the moderating role of organizational citizenship behavior.

					We discuss limitations, directions for future research and managerial implications of this research.
7	Zeinabadia et al, 2011	Role of Procedural Justice, trust, Job Satisfaction, and Organizational Commitment in Organizational Citizenship Behavior (OCB) of Teachers: Proposing a modified social exchange model	Iran	Model of structural equations	Procedural justice has two pathways to encourage OCB teachers. The first is by influencing teacher confidence and the second path is influencing teacher OCB through JS and OC. Since most of the empirical evidence on social exchange predictors of OCB is limited to noneducational organizations, this study expands this line of inquiry in public schools.
8	Budiman, 2014	Does job satisfaction affect organizational citizenship behavior? An empirical study on selected 4-star hotels in Jakarta, Indonesia	Indonesia	Double Regression	Indicators affecting OCB have also been identified in this study. Employees who support OCB are most likely those with a conscience. Organizations need to recognize employees who have a conscience to ensure that they will continue to exhibit OCB and as motivation for others to behave in the same way. Another method is to create a new employee rewards program, which is based on OCB.
9	Ai Rohayati, 2014	The Effect of Job Satisfaction on *Organizational Citizenship Behavior*: A Study on the	Indonesia	Simple regression, using *SPSS for windows* ver	The variable of JS has a positive and significant effect on *OCB* by 12.85%. This means that the high and low *OCB* is a result of the high and low quality of JS that runs.

		Indonesian Civil Society Foundation		software 16.00.	The higher quality of job satisfaction that runs at YMMI Bandung, provides great potential for the creation of high *OCB*
10	Liaquat et al, 2017	Organization Citizenship Behavior: Notion of Social Exchange Theory	Pakistan	Systematic Literatur Review	In this study, a conceptual model is proposed to improve employee voluntary actions and efforts towards the organization. This paper is not enough just on specific processes but also takes into account organizational and individual approaches to create a more proactive approach to efforts than reactive actions in the achievement of OCB.
11	Zainabadi et al ,2010	Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior (OCB) of teachers	Iran	LISREL versi 8,72	The results showed that only 1 model had the best match index. In this model JS is the dominant variable influencing OCB directly and directly and indirectly through partial mediation of OC
12	Rahman et al,2022	Organizational justice and organizational citizenship behavior: themediating role of work engagement	Bangladesh	PLS-SEM	The study provides necessary guidelines for organizations on how they can improve civic behavior by ensuring fairness and engagement in the workplace. Therefore, the application of such findings can ensure better outcomes for employees and organizational productivity.

13	Kim et al,2023	Advanced Practice Nurses' Organization Commitment: Impact of JobEnvironment, Job Satisfaction, and Person-Organization Fit*	Korea	Methods of modelling partial least squares structural equations	Pay scales, JS, supervision, and Person-Organization Fit are factors that significantly influence OC. Establishing an intra-organizational entity, such as the Advanced Practice Nurses Steering Committee, to ensure mutual consensus and transparent communication between administrators and Advanced Practice Nurses will improve Person-Organization Fit, supervisory ratings, and OC.
14	Chamiati, et al 2019	The effect of job satisfaction on organizational citizenship behavior (OCB) with organizational commitment as a mediating variable	Indonesia	The analysis technique used is *Path Analysis*.	The results of the analysis show that JS has a positive effect on organizational commitment, JS has a positive effect on OCB, *OC* has a positive effect on OCB and OC acts as a mediation on the effect of JS on OCB at PT BPR Bali Dananiaga.
15	Abebe et al,2023	Quality of work life and organizational commitment of the academic staff in Ethiopian universities	Ethiopia	Quantitative models of structural equations	Compensation, reward, and work-life balance are statistically significant and positively associated with the organizational commitment of academic staff. Furthermore, quality of working life was found to have a statistically significant and positive relationship with organizational commitment from college teachers. Therefore, maintaining a work-life balance through proper human resource management is essential to

				increase the work engagement of academic staff and improve the quality of university services.

The results of the systematic literature review in this article show that organizational commitment is one of the variables that affect JS and OCB. In the first article (Tharikh et al., 2016) this study found that job satisfaction and organizational commitment were positively associated with OCB. This is in line with what was found in the fourth study (Salehi &; Gholtash, 2011a) which stated that the variables of job satisfaction and organizational commitment have a positive effect on OCB. The results of the study (Zeinabadi, 2010) This study found that JS felt by employees will have an impact on the emergence of OCB and this is due to other factors, namely organizational commitment. Employee commitment to the organization reduces absenteeism, delays, and displacement, significantly improving organizational performance, mental vitality, and better achievement of organizational and personal goals (Abebe & Assemie, 2023). OC is defined as the behavior or attitude that a person shows towards the organization by proving his loyalty to achieve the vision, mission, goals, values, and organization. OC is very necessary for both employees and organizations to carry out the vision and mission, achieve goals and instil positive values in the organization. An organization can increase OC to its employees by providing JS to employees. OC will affect a person's perceived job satisfaction (Kim et al., 2023) Maintaining a work-life balance through proper human resource management is essential to increase employee engagement and improve service quality (Abebe & Assemie, 2023)

OC is one of the factors that can make an individual get JS in his organization. Employees who work in a company that is always committed to carrying out operational activities and setting policies will certainly be calmer and more comfortable at work which can cause job satisfaction for these employees. JS is defined as an individual's attitude towards work related to work situations, cooperation between employees, rewards received at work, and other matters involving physical and psychological factors.

According to research   (Rohayati, 2014) Job satisfaction is an attitude that individuals have about their work. This results from their perception of their work, based on work environment factors, such as supervision style, policies and procedures, affiliations, work groups, working conditions and benefits.

JS will have a positive impact on the company, so JS is a factor that must be considered by organizations if they want to get maximum work results (Gita et al., 2019). An organization can grow and develop well, one of the things that need to be considered is to provide JS to its employees.

The greatest influence on OCB behavior is made by the variables JS, job burnout and OC respectively. JS has a positive influence (0.65) (Salehi &; Gholtash, 2011b)

JSn and OC are positively related to OCB organizational citizenship behavior (Tharikh et al., 2016). When an individual has achieved job satisfaction, it can be expected to form OCB. OCB can be achieved if someone feels the JS of his company,

JS has a direct influence on OCB (Zeinabadi, 2010). The factor that can encourage the emergence of OCB is a commitment to the organization where there is a strong desire to participate better in the organization and feel proud to be part of the organization (Gita et al., 2019) The importance and necessity of OCB on organizational effectiveness has been realized by managers for a long time. (Salehi & Gholtash, 2011b)

Organ, Podsakoff, &; MacKenzie (2006) in research (Na-nan et al., 2020) define OCB as an individual initiative in doing something outside the *job description* given without getting formal *rewards* directly. There are 5 dimensions of OCB as follows: (1) *altruism* (helping others); (2) *conscientiousness;* (3) *sportsmanship;* (4) *courtesy* (maintaining good relations), and (5) *civic culture* (involvement in the organization).

Several previous studies have proven that commitment can affect OCB. Luthans (1995) research (Farooq, 2015) explains that when someone has a high commitment to his organization, then that person will do anything to advance his company because he believes in his organization. To understand human behavior in organizations, the researcher's contribution is to understand organizational citizenship behavior and its moderate role in employee engagement, mentoring, and retention to reduce employee turnover. (Farooq, 2015). In recent years, OCB has received a lot of attention, high citizenship behavior will provide innovative advice, support and support voluntarily. (Zeinabadi &; Salehi, 2011) As an extra role behavior that is voluntary, lack of control over OCB levels in the organization, the behavior shown to be a matter of choice. Although choices are individual and personal preferences, motivation can be used to influence them in a certain direction.(Budiman et al., 2014)

More and more research is discussing OCB because OCB can have a positive impact on companies (Lorena &; Bilawal, 2022). The company will be greatly helped because employees who want to work outside their obligations are always ready to help other employees who need help.

Employees who support OCB are most likely those with a conscience. Organizations need to recognize employees who have a conscience to ensure that they will continue to exhibit OCB and as motivation for others to behave in the same way. Organizations can potentially use rigour as a criterion to judge employees, as the best employees. Another method is to create an employee rewards program, which is based on OCB. (Budiman et al., 2014).

As one way to form OCB in a person, the employee must be able to feel JS in his organization. What an individual gives to his company is also what the company gives to its employees. therefore, this reciprocity helps in creating interdependence between employees and the organization through communication of organizational norms and values which in turn shapes employee perceptions and issues work-related results (Liaquat &; Mehmood, 2017).

OCB, or extra-role behavior that is beneficial, and natural from employees, significantly impacts the desired work outcomes and organizational efficiency (Rahman &; Niamul, 2022) There is a significant relationship between the quality of superior-subordinate relationships and subordinate commitment with altruistic OCB. Employees are more likely to offer extra-role behaviors when they are satisfied with their jobs or committed to their organization (Tharikh et al., 2016). Better JS will be associated with OCB (Nadiri &; Tanova, 2010). From some of the results of the research above, it can be seen that several studies state that organizational commitment can increase job satisfaction and will ultimately be able to create OCB in the organization.

Discussion

The systematic literature review results explain that JS can be achieved with an OC that has been rooted and applied well in an organization will lead to employee JS. OC is defined as "an individual's loyalty or bond with the organization that employs him." It is a well-established finding that high levels of OC play an essential a crucial role in determining employee retention, fostering low overall turnover within a profession, and ensuring the sustainability of the organization itself. (As et al., 2021). Employees who already believe in an organization that has an exemplary commitment. These employees will feel comfortable at work and feel JS in the company. Employees are the main asset of the organization. Many organizations trust only their employees. They are reliable and can prove themselves to be the company's hallmarks. (Farooq, 2015). As a company asset, employees must be maintained correctly. Work-life balance has a statistically significant relationship with OC.(Abebe & Assemie, 2023)

JS that employees feel will make them voluntarily make a positive contribution to the company. Carry out duties wholeheartedly and even happily want to work outside their obligations so that it will cause OCB in these employees. Podsakoff et al. (Na-nan et al., 2020) reviewed related research and analyzed factors affecting OCB. They determined that JS, commitment, and attributes were OCB predictors. Similarly, Mogotsi et al. (Na-Nan et al., 2020) developed a model to examine the relationship between variables of teacher satisfaction and commitment to civic behavior. They found that these two variables could explain 76% of good civic behavior. OCB has various impacts on organizational performance (Rahman & Niamul, 2022)

Although in practice, it is not easy to achieve this, not all employees have the same thing to company policy, so extra attention is needed for the company to be able to accomplish this evenly for all employees in the company, of course, starting with a fair and continuous OC for every employee, so that OCB will be formed for every employee.

Conclusion

OC impacts JS, and the positive influence of JS extends to OCB. Consequently, as employee satisfaction levels increase, so does their engagement in organizational citizenship behavior. (Salehi & Gholtash, 2011). Organizational commitment positively influences corporate citizenship behavior, suggesting that higher levels of employee commitment lead to increased OCB. This correlation is justified by the understanding that OCB encompasses additional discretionary and voluntary actions in task performance, indicating a deeper level of dedication among committed employees.(Salehi & Gholtash, 2011)

These findings support the claim that job satisfaction and organizational commitment are essential indicators of social exchange when predicting OCB.(Zeinabadi & Salehi, 2011). Work attitudes include elements of job satisfaction and organizational commitment as direct predictors (Abebe & Assemie, 2023), stating that nurses are more satisfied with their jobs the more often they engage in voluntary work behavior ((As et al., 2021). This case is interpreted as organizational citizenship behavior (OCB)

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