

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

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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.

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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

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explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization.” Later on, Organ defined OCB as “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997, p. 95). This suggests that when employee perceives that they are well treated, given resources or opportunities by an organization, by the norm of reciprocity they will be obliged, in return, to exert extra efforts or perform non-required behaviors within an organization environment (Organ 1988, and Organ et al., 2006). These will be demonstrated in the forms of cooperative and helping behavior, or supportive of the supervisors, etc. Whereas Van Dyne et al. (1995) use the term “*extra-role behavior*” (*ERB*) and describe it as “behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations”. Diverse terms to describe extra-role behavior have been suggested such as organizational citizenship behavior (Organ, 1988; Smith, Organ, & Near, 1983), pro-social organizational behavior (Brief & Motowidlo, 1986), civic organizational behavior (Graham, 1991), organizational spontaneity (George & Brief, 1992), and contextual performance (Borman & Motowidlo, 1997). The most recognizable term is organizational citizenship behavior (OCB) proposed by Smith et al. (1983).

Various dimensions have been proposed to define and operationalize this organizational citizenship behavior construct. Podsakoff et al. (2000) propose individual characteristics, task characteristics, organizational characteristics and leadership behaviors to influence OCB level. Organ (1988) identifies five specific behaviors of OCB. These are: i) *altruism* which explains one's assistance that is provided to needed persons so that occurring problems or difficulties are solved; ii) *courtesy* which includes helping actions which are aimed to prevent potential work-related problems or to take actions in advance to mitigate problems or risks; iii) *sportsmanship* which refers to demonstrated behaviors tolerant of inconvenience, stresses, pressures and disruptions; iv) *civic virtue* entails a sense of participation and involvement in the corporate governance in the way that supports and improves organizational operations; v) *conscientiousness* which is behaving in accordance with organization's rules and regulations, both formal and informal, i.e. the quality of personal punctuality, the high quality of work, or being responsible for completing assigned tasks to meet schedule beyond normal working time. Later on, Podsakoff and MacKenzie (1994) classified OCB into three forms, namely, i) *civic virtue*, ii) *sportsmanship*, and iii) *helping Behaviors*. They grouped altruism, courtesy, peacekeeping and cheerleading one construct named *Helping Behaviors*. This is because even though there was a differentiation in conception among these helping forms, they are difficult to be discriminated in practical use by managers (MacKenzie et al. 1991, 1993; Podsakoff and MacKenzie 1994, 1997). Moreover, conscientiousness is excluded because the authors view that this dimension seems to contain in-role performance measures in the instances of obeying the regulations or policies, attendance which are inclined to be on formal organizational prescription (Organ, 2006).

2.2 Employee Job Satisfaction

Job satisfaction has been the focus of studies on employee motivation. Management studies have investigated on what factors that would influence employee satisfaction. This is generally based on the motivation theory in which there are two main areas, namely: i) *Job Satisfaction as Needs Fulfillment* and ii) *Job Satisfaction as Value Fulfillment*. The first asserts that there is a connection between satisfaction and needs (Dawis, 2004). This is what has been asserted by several content theories of work motivation which include for instance Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory. The second is first elaborated by Locke (1976). In his term, value is what people consciously or subconsciously desire, or seek to attain, while need is what people objectively want or consciously desire for their survival and well-being. In his viewpoint, needs always exist (innate) whether people have knowledge or realize about it or not, they always go for it, whereas value is emerged by acquiring or learning then people will act to attain it.

There are various components of job satisfaction which is espoused by many researchers. Herzberg, Mausner and Snyderman (1959, p.44-49) proposed two facets central to job satisfaction and called it the Herzberg's Two-Factor theory which consists of the motivator and hygiene factors. Locke (1976, p.1301-1302) summarized into 2 major groups i) *Events or Conditions* are considered as factors which are finally caused by someone or something. Locke proposed three facets for the event factor. These are: 1) work which includes the category of task activity, amount, achievement, smoothness, variety, etc.; 2) rewards which refer to promotion, responsibility, money, and verbal recognition; 3) context which can be social and physical working conditions, benefits, etc. ii) *Agents* can be any person which is generally liked or disliked by others since he/she is perceived as having done or failed to do something and this context includes all other people (inside or outside of company).

However, in this study, we take the concept proposed by Smith, Kendall and Hulin (1969) who assert that there are five dimensions of jobs that affect employee satisfaction at work. These are: 1) the work itself which is the degree to which a job provides the individual with interesting or challenging tasks, opportunities for learning new things or opportunities of gaining more responsibility; 2) pay which is the extent to which monetary rewards/ financial remuneration received is appropriate in one's perspective and with comparison to other people's pay; 3) promotion opportunities which is the chance for advancement in an organization, for example, when one is selected to promote by one's ability, one should perceive that all procedures are right and fair; 4) supervision which is the degree to which supervisors are able to provide technical assistance and behavior supports to their subordinates; 5) coworkers which is the extent to which peers or team members are technically proficient and socially supportive.

2.3 The Relationship between Job Satisfaction and OCB

Empirical supports were found by various researchers. Bateman and Organ (1983) find that job satisfaction and its all dimensions have a significant and

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positive relationship to organizational citizenship behaviors while satisfaction with supervision and with promotional opportunities reported the strongest correlation to OCB. They assert that motivation can stimulate the good citizenship behavior of individuals who perceive the fairness of organization treatment, in conjunction with one's personality. Smith, Organ and Near (1983) have found that job satisfaction correlates positively and significantly only with altruism but not with generalized compliance (Organ, 1988 and Schnake, 1991). In the meta-analysis of Organ and Ryan (1995), job satisfaction, in combination with fairness and commitment show the rigorous and comparable correlations among them which yield a good composition of OCB determinants. Bolon (1997) finds that overall job satisfaction including its sub-dimensions of work itself, pay, supervision and coworkers has significant direct relationship with citizenship behaviors. Pornpongsuriya (2001) finds that correlations between all attitudinal variables and OCB are significant and positive. Based on multiple regression analysis, all given job attitude variables in her study can account for about 13.5% of the variance of nurse's OCB. Job satisfaction with work itself and interactional justice variables are predictors of nurse's OCB. Murphy, Athanasou and King (2002) find that job satisfaction is related to OCB of Australian human-service professionals. In addition to this, the distinction between in-role behaviors and OCB was empirically examined in their study based on a sample size of 127 participants from various organizations. From the regression analysis, the results connote that affective variables (job satisfaction) and organizational commitment are not significantly related to any form of the three performances, while both job satisfaction cognitions (intrinsic and extrinsic) remain significantly correlated with different forms of OCBs. The researchers therefore note that different forms of OCBs may have different antecedents as appeared in the study of Brief & Motowidlo (1986) or Smith et al. (1983). However, these different findings between two job cognitions and OCBs were not predicted by the existing theory (William and Anderson, 1991). Organ (2006) noted that individual underlying motivations which are determined by individual dispositional characteristics can drive one to engage in OCBs and subsequently one might want to display for various personal reasons; for one's own sake, for the sake of others (colleagues, supervisors) or for one's organization.

Impact of OCB in the Industry:

Podsakoff and MacKenzie (1994) empirically demonstrated that citizenship behaviors had a positive impact on sales performance in an insurance agency unit. Also, Podsakoff et al. (1997) showed empirically that citizenship behaviors had a positive impact on productivity and product quality in paper mill work crews. Bell and Menguc (2002) examine organizational citizenship behaviors as critical links between aspects of the employee-organization relationship (perceived organizational support, organizational identification) and customers' perceptions of service quality in the retail industry. They find three important findings that have implications for management. These are: first, there is a positive relationship between OCBs and service quality. Secondly, organizational support and organizational identification have significant impact on both OCBs and service quality. Thirdly, an autonomous work environment provides employees with the behavioral latitude to engage in OCBs. Yoon et al. (2003) find that contact employees' job satisfaction among other factors is

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significantly related to OCB and that their active engagement in OCB has a positive relationship with the perception of service quality. Vilele, Belén Bande; Gonzalez, José A.; and Ferrin, Pilar Fernández (2008) collected the data from 122 salesperson-supervisor dyads from 35 firms. They find that a salesperson's OCB is determined by Person–Organization fit and that this relationship is mediated by the salesperson's job satisfaction and organizational commitment. Zeinabadi (2010) looked at the causal relationships between job satisfaction (with different facets), organizational commitment and OCBs of teachers. The study conducted testing of 36 structural models with the data obtained from 652 teachers and 131 principals. Results indicated that intrinsic job satisfaction is a dominant variable which influence OCB directly and indirectly through partial mediating role of value commitment. On the other hand, Lun and Xu (2007) examined the relationship between employee age and performance, defined as in-role performance and organizational citizenship behaviors (OCB). They used a sample of 599 hospitality employees from Hong Kong. They have found based on a regression analysis that there is a negative relationship between age and in-role and OCB. However, they find that organizational commitment is a necessary condition for older workers to perform well. Age and work performance relationship is found to be strong and negative only when commitment is low.

In brief, based on the literature review above, it is our hypothesis that employee job satisfaction is positively related to OCB.

3. Research Methodology

The sampling frame of this research is composed of employees of different job responsibilities and positions who work in 59 retailing stores in Indonesia. The research instrument was developed and composed of 3 sections concerning with demographic information of respondents and two sections containing items measuring employee job satisfaction based on the work of Smith, Kendall and Hulin (1969) and items measuring employee organizational citizenship behavior based on the works of Podsakoff and MacKenzie (1994). Then, it was translated to Indonesian bahasa and back translated to English. The pilot study was conducted during June 24 – July 10, 2009 to test the validity and reliability of the instrument. Finally, the full scale survey was conducted during in July 2009. The questionnaires were distributed by mean of snowball or convenience sampling at the sample stores which are classified into 5 main categories, namely, discount stores, specialty store, convenience stores, supermarket, and chain stores. About 275 completed and usable questionnaires were returned. The data were analyzed using SPSS version 17.0

Sample and data collection

The sampling frame of this research is composed of employees of different job responsibilities and positions who work in 59 retailing stores in Indonesia. Pandin et al. (2009) reported there are 455 retailer industries in Yogyakarta, Indonesia. Supported by ongoing urbanization, an emerging middle-class segment and changing lifestyles, Indonesia's modern retail will keep growing fast. The Indonesian Retailers Association (APRINDO) expects modern retail

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will continue rising annually by about 10% over the next few years (Suryadarma et al., 2007). Based on the data, it was predicted that the number of the business will be around 500 units in the city.

By using Slovin method and on the basis of significance level of 5%, at least 222 retail business units should be drawn from the sample (Visco, 2006). According to the central limit theorem, for a sufficiently large sample size or in practice a sample size of more than 30, the sampling distribution will have the properties of a normal distribution or a normal curve (Parasuraman, 1991; Zikmund, 1994). Anticipating statistical rigorousness requirements, a sample of 59 units is considered a reasonable sample size. Snowball sampling technique was employed to distribute questionnaires to the respondents. About 275 completed and usable questionnaires were returned.

Measures

The research instrument was developed and composed of 3 sections concerning with demographic information of respondents and two sections containing items measuring employee job satisfaction and organizational citizenship behavior. The questionnaires were distributed by mean of snowball or convenience sampling at the sample stores which are classified into 5 main categories, namely, discount stores, specialty store, convenience stores, supermarket, and chain stores.

To collect the data related to job satisfaction and organizational citizenship behavior, a semi-opened ended questionnaire with self rating was employed. First, to assess job satisfaction, an instrument developed by Smith, Kendall and Hulin (1996 cited in Luthans, 2002) was adopted. It comprises of 19 items with a five-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The nineteen-scale items are elaborated in the five job's facets as follows.

1. Work itself contains 5 items (item 1-5)
2. Pay aspect contains 3 items (item 6-8)
3. Promotional opportunities contains 3 items (item 9-11)
4. Supervision aspect contains 4 items (item 12-15)
5. Coworkers aspect contains 4 items (item 16-19)

Secondly, an adapted instrument from several researchers (Tayyab, 2005; Torlak and Koc, 2007; Lo and Ramayah, 2009) was employed to measure OCB. There are 4 main dimensions to assess OCB with three items for each. That dimensions are helping behavior, sportsmanship, civic virtue, and conscientiousness. Respondents were requested to perceive items indicating OCB practices with a five-point Likert scale ranging from 1 = Never to 5 = Always. Distribution of items on the dimensions is listed below.

1. Helping behaviors contains 5 items (item 1-5)
2. Civic virtue contains 10 items (item 6-15)
3. Sportsmanship contains 6 items (item 16-21)
4. Conscientiousness contains 3 items (22 -24)

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Because of the fact that the sample size was less than 300, therefore factor analysis could not be run well (MacCallum et al., 1999). As a substitute, content validity and reliability based on Cronbach's Alpha approach were applied. Content validity sometimes referred to face validity is concerned with whether the appearance or content of a measuring instrument supports the assertion that it is a measure of a certain psychological variable (Parasuraman, 1991; Aiken, 1999). Content validity of an attitude scale is a sort of a global criterion, but it can only be assessed through a researcher's subjective judgement (Parasuraman, 1991; Zikmund, 1994). If the instrument adequately covers the topics that have been defined as the relevant dimensions, it can be judged that the instrument has good content validity (Cooper and Schindler, 2001). Moreover, Cooper and Schindler (2001) argued that one could also determine content validity by using a group of experts to give their justification whether the research instrument has met the standards.

Cronbach's Alpha was used to interpret a correlation coefficient of reliability analysis (Coakes and Steed, 2003). Table 1 depicts the results of reliability test based on data on pilot and full-scale study.

Table 1: Alpha Cronbach for Pilot and Full-Scale Study

Indicator	Pilot Test (N = 101)	Full Scale Study (N = 275)
Overall Job Satisfaction	0.6984	0.8305
Work itself	0.2208	0.7001
Pay aspect	0.6615	0.6615
Promotional opportunities	0.5208	0.6111
Supervision aspect	0.7867	0.7867
Coworkers aspect	0.7799	0.7799
Overall OCB	0.8316	0.8440
Helping behaviors	0.6100	0.8064
Civic virtue	0.7525	0.6857
Sportsmanship	0.7139	0.7139
Conscientiousness	0.6428	0.6428

Though Alpha Cronbach coefficients in the pilot study for several dimensions were below than 0.60, nevertheless the coefficients increased significantly on the full-scale study. All reliability coefficients (overall or dimension's reliability) were higher than 0.60. Hence, instrument of job satisfaction and organizational behaviour can be justified as a fairly reliable instrument (Nunnally, 1978; Aiken, 1999; Hair et al., 2006).

4. Findings and Discussion

In this section, we present the findings based on the descriptive statistics, correlation matrix of variables and regression analysis results. The descriptive statistics provide the profile of sample respondents. Then, correlation matrix and regression analysis results are provided and discussed.

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4.1 Profile of the Sample Respondents

Table 2 suggests that most of the sample respondents (i.e., 62.9%) are female. Over half of the sample respondents (i.e., 59.6%) are within the age group of 21-30 years old. About 70.5% have high school or equivalent education and about 20.0% have attained a diploma level of education. Less than 10%, i.e., 8% have attained a Bachelor's degree. The majority of them (i.e., 78.9%) have about 1 to 5 years of work experiences. Most of them do not hold any supervisory or managerial position. So, the sample respondents in this study tend to be young female with high school education and work as general sales employees in the retail stores. Very few of the sample respondents are in supervisory or managerial positions in the sample retail stores. In addition, most of the employees (i.e., 59.2%) are working in the specialty stores.

Table 2: Profile of Respondents (Total = 275)

Characteristics	Group	Total	Characteristics	Group	Total
Gender	Male	102 (37.1)	Length of services	1 – 5 yrs.	217(78.9)
	Female	173(62.9)		6 – 10 yrs.	52 (18.9)
				11-15 yrs.	6 (2.2)
Age	< 20 yrs.	47(17.1)	job position	Director	8 (2.9)
	21 – 30 yrs.	164(59.6)		Manager	9 (3.3)
	31 – 40 yrs.	59 (21.5)		Div. Chief	11(4.0)
	41 – 50 yrs.	5 (1.8)		Supervisor	15 (5.5)
Employee				225(81.8)	
		Other		6 (2.2)	
Education	Secondary or less	194(70.5)	Type	DS (1)	9 (3.3)
	Diploma degree	55 (20.0)		SS (2)	163 (59.3)
	Bachelor's degree	22 (8.0)		CS (4)	24 (8.7)
	Master and higher	4 (1.5)		Super (5)	23 (8.4)
				Chain (6)	33 (12.0)
				Others (8)	23 (8.4)

4.2 Correlations Among Demographic Characteristics, Job Satisfaction and Organizational Citizenship Behavior

Table 3 gives a correlation matrix of the demographic characteristics and job satisfaction of retail employees and OCB level. The results indicate that educational level, age, work experiences are positively correlated with job satisfaction and OCB. This suggests that employees who have more education, older and more work experiences have higher level of satisfaction and OCB. Employees who have attained secondary school or lower are the least satisfied with their job whereas those who have attained Master's degree or higher have the highest job satisfaction in the retailer companies in Indonesia. In addition, this group also has the highest level of OCB compared to their counterparts. Older employees (age) working in the retailer companies (experience) in Indonesia have higher level of OCB compared to the younger employees.

Table 3: Correlation Matrix among Job Satisfaction, OCB and Demographic Characteristics of Retail Employees

Variable	Gend.	Edu. Level	Pos.	Type of retailer	Age	Exp.	Satis	OCB
Gender	1.000							
Edu. Level	-0.127*	1.000						
Position	0.074	-.625*	1.000					
Type of retailer	-0.055	-.070	0.023	1.000				
Age	-0.222*	0.318*	-0.319*	0.002	1.000			
Exp.	-0.180*	0.201*	-0.276*	0.110*	0.538*	1.000		
Satis	-0.125*	0.347*	-0.277*	-0.081*	0.144*	0.115*	1.000	
OCB	-0.164*	0.301*	-0.249*	-0.158*	0.256*	0.240*	0.624*	1.000

Notes:

- * coefficients are significant at 0.01 level
- Coefficients for gender, education level, position, type of retailer, age and experience are the results of point bi-serial correlation (dummy with metric); where Gender 1= Male; 2= Female; Education level 1= Secondary school or under; 2= Diploma; 3= BA degree; 4= Master or upper; Position 1= Director; 2= Manager; 3= Chief of Division; 4= Supervisor; 5= Employee; 6= Others; Type of retailer 1= Discount Store; 2= Specialty Store; 3= Department store; 4= Convenience Store; 5= Supermarket; 6= Chain Store; 7= Hypermarket; 8= Others; Age 1= 10 - 20 Years; 2= 21 - 30 Years; 3= 31 - 40 Years; 4= 41 - 50 Years; Experience 1= 1 - 5 Years; 2= 6 - 10 Years; 3= 11 - 15 Years

Also, the older the employees become, the more satisfied with the job they are. On the other hand, it is found that gender, job position and type of retailers are negatively correlated with job satisfaction and OCB. For example, female are significantly more satisfied with their job and have higher level of OCB compared to male employees. Employees working at the operational level in the retailer companies in Indonesia are found to have the lowest job satisfaction and OCB level compared to the other groups who hold higher job positions (i.e., director, manager, chief of division, or other positions). When looking closely to the data, managers are the people who feel the most satisfied with their job and have the highest level of OCB than other groups. Moreover, those who work in the discount stores and specialty stores are more satisfied with their jobs than their counterparts working in other types of retailers.

4.3 Indonesian Retail Employees' Job Satisfaction and Organizational Citizenship Behavior

Thus, to the questions of whether and to what extent employee job satisfaction has a relationship with OCB, based on the regression analysis, it is found that job satisfaction has a positive and significant direct relationship with OCB with the standardized coefficients of .568 (Table 4). In addition, it is found that age

Table 4: Job Satisfaction and OCB in the Indonesian Retail Industry

Description	Unstandardized Coefficients B	Standardized Coefficients Beta	T	Sig.
(Constant)	18.149		3.025	0.003
Satisfaction	0.798	0.568	11.588	0.000***
Age	1.031	0.082	1.453	0.147
Experience	2.281	0.128	2.314	0.021*
Gender	-0.954	-0.055	-1.158	0.248
Education Level	0.425	0.035	0.578	0.564
Position	-0.013	-0.001	-0.024	0.981
Type of Retailer	-0.522	-0.127	-2.739	0.007**
R			0.668	
R Square			0.447	
Adjusted R Square			0.432	
F			30.770	
Sig.			0.000	

Dependent variable = OCB

* significant at .05 level

**significant at .01 level

***significant at .001 level

experience are also positively and significantly related to OCB of retail employees in Indonesia. Interestingly, type of retailers is found to have a negative and significant relationship with OCB. In the Indonesian context, it is found that those who work in the discount stores or specialty stores tend to be more satisfied with their jobs. Noticeably, we also found more number of people working in the special stores more than any other types of retail stores. In a way, this also suggests that there is more room for expansion of other types of retail stores considering a very large potential market in Indonesia. Furthermore, the findings of this study should be useful for managers to develop HR programs that would motivate and hence increase job satisfaction of their employees. About 43.2% of the variance of the retail employee's OCB can be accounted for by the predictor variables such as job satisfaction, age, experience and type of retailers. This means that in general we can conclude that if retail employees are satisfied with their job, they are more likely to demonstrate higher level of OCB. They are more willing to perform their 'extra roles' behavior for their companies. Moreover, for those who are older and have more years of service to the company, they also are more likely to have higher OCB performance. This expected OCB level will be more observed in companies that run as for example, discount store, specialty store, convenience stores, and supermarket than in other types of retailers. Therefore, it would be interesting to further investigate how these retail stores are managed that their employees with a given set of characteristics are more satisfied and have higher level of OCB performance.

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This study's findings in general are consistent with those found earlier by Bateman and Organ, 1983; Smith et al., 1983; Organ, 1988; Murphy, Athanasou and King, 2002; and Bolon, 1997 and Pornpongsuriya, 2001. Thus, the current findings support the assertion that job satisfaction and overall OCB are significantly related.

Noticeably, when looking at the empirical findings, the correlation magnitude of satisfaction with OCB is the strongest among other predictor variables in this study. Their standardized regression coefficients (beta) show at 0.568, 0.08 and 0.128 for job satisfaction, age and experience. It appears that the change in job satisfaction has the strongest impact on retail employee's OCB among the other three factors that are found to have significant relationship. It is in fact interesting to find that this model explains the OCB level of retail employees more than what has been found by Bolon (1997) and Pornpongsuriya, (2001) where respectively about 10% and 13.5% of the variation are accounted for job satisfaction. In sum, the job satisfaction and OCB relationship in the Indonesian retail industry has revealed the consistent finding with the past empirical studies so this reconfirms that job satisfaction has a significant and direct connection with citizenship behavior.

Businesses have always tried to specify customer-oriented behavior in order to improve their service quality by identifying and accounting for service variability. It has been suggested by various studies that encouraging extra-role behaviors (or OCB) among customer contact personnel is a viable approach to building service quality. However, as OCBs are difficult to elicit and manage, it is not an easy task for managers. Nonetheless, managers should signal to employees that such behaviors are particularly desirable as they contribute significantly to overall business performance.

Given the scarcity of empirical research on job satisfaction on OCB in Indonesia, the results of this paper offer insights into the determinants of job satisfaction and its facets on OCB to the wider academic community and to management professionals.

5. Conclusion and Recommendations

This research study examines job satisfaction-OCB relationship among employees in the modern retail industry in Indonesia based on the collected samples of 275 subjects from 59 retailing firms. Questionnaire in Indonesian bahasa was developed based on the relevant literature review and then verified for its construct validity during the pilot study. Based on the actual large-scale survey data, the Cronbach's alpha coefficients for job satisfaction items are .776 and for OCB items are 0.829.

The multiple regression analysis suggests that job satisfaction taken together with some demographic characteristics of sample respondents can explain about 43.2% of the variation in organizational citizenship behaviors demonstrated by retail employees in Indonesia. Whereas three significant

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predictors which include job satisfaction, age and experience can influence the OCB level over and above that of others.

Managerial Implications

This study's discussion of job satisfaction and OCB has suggested that in the more competitive environment, firms, especially, service-oriented firms should pay more attention to how to induce the higher level of organizational citizenship behavior of employees. When many modern organizations are talking about more effective performance management, it was observed that individual employees may now pay more attention to their individual performance goals and hence lose sight of teamwork and collaboration among each other. Thus, firms may eventually find that overall the performance may not be as expected. In such performance-culture environment, firms should also try to engender the organizational commitment and organizational citizenship behaviors. The findings of this study suggest that if an organization wants to promote OCB among employees, it should improve the factors that enhance job satisfaction. Following Herzberg's Two-Factor theory approach, firms should both improve their hygiene factors (such as pay, company policy, supervision) and motivator factors (such as career path development, enrichment or enlargement of job responsibilities, etc.) in the workplace so that they can achieve high level of job satisfaction and hence gain employee commitment to perform extra-role behavior which is what we are concerned about OCB performance among employees. This eventually enhances the organizational effectiveness.

Yet, the OCB concept is also very new to the Indonesian context and it has not yet been strategically linked to HRM practices in organizations. It would be useful to investigate a wide range of employee behavioral forms that contribute to organizational effectiveness. Thus, there is a need to study not only on just the traditional or specific role requirements, but also a desirable set of work behaviors beyond formal job description which act as a catalyst for task activities and process. Thus, one of the implications of this study is that the OCB related-HR practices would help bolster organizational citizenship performance of employees in organizations.

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