

# HOW JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AFFECT THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF FACTORY EMPLOYEES: THE ROLE OF PSYCHOLOGICAL CONTRACT AS A MEDIATOR

Ardy Wibowo<sup>1</sup>, Toufan Aldian Syah<sup>2</sup>, Ridho Satria Harahap<sup>3</sup>, Ayu Fatmasari<sup>4</sup>, Anugrah Wing Nurcholis<sup>5</sup>

<sup>1</sup>Universitas Diponegoro, Semarang, Indonesia

<sup>2,3,4,5</sup>Universitas Alma Ata, Yogyakarta, Indonesia

Email: [ardywibowo@undip.ac.id](mailto:ardywibowo@undip.ac.id)

---

Copyright © 2024 The Author



This is an open access article

Under the Creative Commons Attribution Share Alike 4.0 International License

DOI: [10.53866/jimi.v4i4.422](https://doi.org/10.53866/jimi.v4i4.422)

## Abstract

During the increasingly heated global competition, employee performance is considered the key to success for the organization. Therefore, management must establish effective strategies and policies to stimulate and encourage increased employee performance. This study analyzes the effect of job statistics and organizational commitment on organizational citizenship behavior (OCB). The sampling method used in this research is probability sampling with a sample of 346 respondents and uses a questionnaire as a data collection method. The data analysis used is the validity and reliability of the instrument, hypothesis testing, and path analysis using the SmartPLS 4.0 program. In this study, the theoretical and managerial implications are discussed further. The results of this study indicate that job satisfaction and organizational commitment do not directly affect organizational citizenship behavior. However, the psychological contract is essential in mediating job satisfaction and organizational loyalty to organizational citizenship behavior.

**Keywords:** management, human resource, psychological contract, organizational behavior.

## 1. Introduction

Indonesia has a very potential and diverse industrial sector, with a total investment of US\$359.8 billion in 2020 (Investment Coordinating Board, 2021). Various types of industries in Indonesia, including manufacturing, agriculture, energy, and tourism, have significantly contributed to the Indonesian economy. For example, in 2020, the Indonesian automotive industry will absorb a workforce of 1.3 million people and contribute around 4% of Indonesia's Gross Domestic Product (GDP) (Indonesian Automotive Industry Association, 2021). Meanwhile, in 2019, the electronics industry in Indonesia generated US\$14.6 billion in revenue and absorbed a workforce of 1.2 million people (Ministry of Industry, 2019).

However, industrial development in Indonesia also faces challenges in terms of human resource management, such as productivity, work skills, and employee management. In addition, in the current era of globalization, companies in Indonesia are also faced with increasingly fierce competition from other countries, which demands the development of more advanced innovations and technologies to maintain the competitiveness of companies. Therefore, companies must optimize human resource performance and strengthen team collaboration in facing challenges and taking advantage of opportunities in industrial business in Indonesia.

Many studies have shown the importance of the human side in the success of an organization (Rodrigues da Costa & Maria Correia Loureiro, 2019). Included in a company, employees have an essential role so that the

company can run well. In addition, the existence of employees who have high quality and loyalty to the company can help the company's development.

In this very advanced business environment, it is necessary to prioritize the importance of human resources in the organization. Organizational behavior can help increase productivity so that human resources can be utilized to the maximum. Companies must also plan regularly to prevent and detain employees looking for work elsewhere because this is not easy (Elsafty & Oraby, 2022). When the company succeeds in producing quality employees, then the company has a role in creating a sense of employees' willingness to remain in the company.

This study explores the effect of job satisfaction and organizational commitment on organizational citizenship behavior with psychological contracts as mediation.

Furthermore, this research aims to provide companies with insight and guidance. This research is expected to contribute to the HRD literature by adding empirical evidence of the relationship between job satisfaction and organizational commitment to organizational citizenship behavior with psychological contracts as mediation. It is also expected to assist in related business and management needs.

## **2. Literature Review and Hypotheses Development**

### **1.1. Job Embedded theory**

The job embeddedness theory explains that the relationship between the employee and the organization determines whether the employee continues to work. Conversely, a good relationship with the organization can make employees feel trapped. Job embeddedness is a broad constellation of psychological, social, and financial influences on employee retention (Mitchell et al., 2001; Yao et al., 2004; Zhang et al., 2021). Job relatedness consists of three dimensions: linkage, fit, and sacrifice. Lee et al. mentioned that each dimension is further categorized into two sub-dimensions, organization and community, based on whether the influence occurs inside or outside work.

Links are formal or informal relationships between people, institutions, or others (Mitchell et al., 2001; Yao et al., 2004; Zhang et al., 2021). For example, job Embeddedness theory argues that several links connect employees and their families in social, psychological, and financial networks that include co-workers and non-work friends, groups, and the community in which he or she lives. Fit refers to how employees feel about the organization and the surrounding community. Good organizational fit occurs when an employee's values, career aspirations, knowledge, skills, and abilities match the organization's culture and the job's requirements (Mitchell et al., 2001; Yao et al., 2004; Zhang et al., 2021).

### **1.2. Psychological Contract**

Rousseau describes the conceptualizations of contracts developing into PC and PC theory. Within the framework of PC theory, a contract refers to an agreement, formal or informal, overt or implied, between two or more parties (Rousseau, 1989, 1998). MacNeil (1985) and Rousseau (1989) point out that all contracts are psychological due to inherent subjectivity and one's belief in contractual reciprocity. Reciprocity is the belief that the organization is obligated to respond in kind when individuals perform some action for the organization, thereby creating a PC (Moquin et al., 2019).

In the other case, Herriot explains that each employee builds their psychological contract under the influence of internal and external factors. At the internal level, the influence of management in the organization where he works is the most obvious. At the same time, externally, there are various social and economic factors from which an employee can build a set of value judgments and expectations. Ultimately these influences can be seen combining to produce a set of values and norms in organizational settings (Herriot, 1992). Schein (1978), expectations between organizations and individual employees include not only the amount of work to be done for several amounts of salary but also a whole series of obligations, privileges, and contributions full of insight. Schein realized that labor unrest, employee dissatisfaction,

### **1.3. Job Satisfaction**

Satisfaction refers to the extent to which employees like or dislike their work, the extent to which they evaluate it, and whether their work situation is favorable. Research on this topic reveals two different perceptions of job satisfaction: overall satisfaction, which refers to the job as a whole, and specific satisfaction, which refers to individual aspects of the job (Zito et al., 2018).

Job satisfaction is defined as a pleasant emotional state because the assessment of one's work is in the form of achievement or because of the facilities provided for achieving one's work values (Mahoney et al., 2020). Job satisfaction theories depend on how closely a person's abilities match job requirements and how much a person's needs are met by strengthening aspects of the work environment (Nyanga et al., 2020).

According to Maslow, job satisfaction is achieved when the job and its environment meet individual needs. Maslow arranged these needs in a hierarchy: physiological, socio-emotional, safety, love, activity, reward, and intellectual. However, intellectual needs cannot be satisfied until all the lower and most basic human needs are met. After the level of the most basic needs is met, the needs at the next level become a priority. Only when people

feel connected, safe, and have a sense of belonging in the workplace can they achieve higher-level needs, such as esteem and self-actualization.

#### 1.4. Organizational Commitment

Organizational commitment is the belief in and acceptance of organizational goals and values, such as the desire to maintain one's status as a member of the organization (Mowday et al., 1979). Thus, organizational commitment is divided into three categories: 1) affective commitment and aspiration to continue working for the organization because the vision is aligned with the goals of the organization, generating willpower and happiness at work to make performance successful; 2) continuing commitment and aspiration to continue working for the organization as a continuation of the organization and will benefit themselves, or because people do not want to lose what the organization has contributed over some time;

#### 1.5. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is the behavior of personnel that is a unique addition to their roles and responsibilities as stated in their job descriptions and does not depend on the organization's reward system but is voluntary behavior shown by staff who are willing to work for the benefit of the organization as their priorities (Organ, 1988, 2018; Organ et al., 2006).

Table 1. Operational Definition

Variable Name	Definition	References
Psychological Contract	The psychological contract consists of individual beliefs related to responsibility in the context of associations between the company's organization and employees to measure the extent employees feel comfortable in the company.	Rousseau, (1990).
Organizational Citizenship Behavior	Organizational citizenship behavior is personal behavior that is a unique addition regardless of their roles and responsibilities as stated in their job descriptions and does not depend on the organization's reward system but is voluntary behavior shown by staff who are willing to work for the benefit of the organization to measure the extent to which the level of desire of employees in the company.	Organ et al., (2006).
Job Satisfaction	Job satisfaction measures how job comfort is achieved in the company where the individual works. Maslow arranged these needs in a hierarchy: physiological, socio-emotional, safety, love, activity, reward, and intellectual. However, intellectual needs cannot be satisfied until all the lower and most basic human needs are met. After the level of the most basic needs is met, the needs at the next level become a priority. Only when people feel connected, safe, and have a sense of belonging in the workplace can they achieve higher-level needs, such as esteem and self-actualization.	Maslow, (1954).
Organizational Commitment	Organizational commitment is the belief and acceptance of goals, organizational values, and desires to measure the extent to which the organization maintains one's status as part of the organization's members.	Monday, Porter, & Steers, 1982

## Hypothesis Development

Schnake defines OCB as a tendency toward functional, extra regulatory, prosocial life and is directed to be carried out by each individual or group within the organization (Schnake, 1991). Ostroff et al. explain that satisfied, committed, and well-adjusted employees are more willing to work to meet organizational goals and provide wholehearted service to the organization by increasing performance and, therefore, will support

organizational effectiveness compared to dissatisfied workers (Ostroff et al., 2002; Waspodo & Minadaniati, 2012). Golbasi et al. define job satisfaction as an emotional reaction and behavioral expression towards the work performed as a result of individual assessment of work performance, office environment, and work-life (Golbasi et al., 2008). Price and Mueller show that job satisfaction indirectly affects turnover by directly influencing the formation of an intention to leave (Price & Mueller, 1981). Furthermore, Kim Samook asserts that employees who enjoy higher levels of job satisfaction will exhibit higher levels of OCB (Kim, 2006). Following this line of thinking, job satisfaction is expected to affect teacher performance positively (Tharikh et al., 2016). Based on the explanation, we take the hypothesis:

**Hypothesis 1 (H1).** Job satisfaction has a positive effect on organizational citizenship behavior.

The effect of job satisfaction on organizational commitment and findings proved that job satisfaction would predict organizational commitment (Goetz & Wald, 2022; Gunlu et al., 2010; Roney & Soicher, 2022). Gaertner (1999) and Jernigan et al. (2002) found that job satisfaction is a cause of organizational commitment. Individual job satisfaction correlates with and influences normative commitment. Job satisfaction also influences affective organizational commitment (Dulebohn & Martocchio, 1998). In addition, job satisfaction and organizational affective and normative commitment affect turnover intention (Jaros, 2007; Mathieu & Zajac, 1990; Motowidlo, 1983; Tarigan & Ariani, 2015; Tett & Meyer, 1993). Steers (1977) suggests that job satisfaction can influence organizational commitment. Williams & Hazer (1986) found that job satisfaction affects organizational commitment and vice versa. A study by Bateman & Strasser (1984) shows that organizational commitment is an antecedent of job satisfaction (Tarigan & Ariani, 2015). Based on the explanation of the material above, we take the hypothesis:

**Hypothesis 2 (H2).** Job satisfaction has a positive effect on organizational commitment.

When employees face a breach of contract, their satisfaction with the job and the organization can decrease for various reasons. First, there is a discrepancy between what is expected and what is received, a significant source of dissatisfaction (Robinson & Rousseau, 1994). Based on the explanation above, we take the hypothesis:

**Hypothesis 3 (H3).** Job satisfaction has a positive effect on psychological contracts.

A study shows that organizational commitment has a positive and significant effect on organizational citizenship behavior, which results are in line with the opinion of Feather and Rauter (2004), which states that there is a positive relationship between organizational commitment and organizational citizenship behavior.

Previous studies found that organizational commitment positively and significantly affects organizational citizenship behavior. The results of this study state that the teacher's OCB behavior can be improved by increasing the intensity of implementing a subordinate's organizational commitment. This shows that practically and theoretically, the highest indicator lies in affective commitment, so the higher the teacher's sense of pride in their high school, the higher the teacher's organizational commitment (PURWANTO et al., 2021). Based on the explanation of the material above, we take the hypothesis:

**Hypothesis 4 (H4).** Organizational commitment has a positive effect on organizational citizenship behavior.

What employers promise but fail to deliver is often an essential source of job satisfaction. This may cause an employee to be tough to motivate to perform and obtain satisfaction from work done when the employee can no longer rely on the promised inducement (Robinson & Rousseau, 1994). Based on the explanation of the material above, we take the hypothesis:

**Hypothesis 5 (H5).** Organizational commitment has a positive effect on the psychological contract.

Social exchange theory was used in the previous section to help understand why employees tend to change their performance based on the degree to which the psychological contract is fulfilled. This theory is also helpful in helping to explain the level of employee citizenship behavior that will be affected by the extent of psychological contract fulfillment. Specifically described by Organ (1990, p. 63), "social exchange The OCB Interpretation" suggests that OCB provides a means for employees to reciprocate positive actions from employers who treat them well.

In other words, social exchange theory suggests that employees are motivated to engage in extra roles when they feel their work relationship is based on the foundations of just social exchange (Moorman, 1991; Organ, 1988, 1990). Based on these arguments, it is expected that employees' perceptions of how much their organization

has fulfilled the psychological contract will influence their involvement in OCB. In particular, it is expected that the fulfillment of the psychological contract will be positively related to the performance of civic behavior. Therefore, based on the explanation above, we take the hypothesis:

**Hypothesis 6 (H6).** The psychological contract has a positive effect on organizational citizenship behavior.

Job satisfaction has three influential dimensions: supervisor support, emotional dissonance, and job autonomy. Organizational commitment has three derivative variables: affective commitment, continuance commitment, and normative commitment. Then it is also influenced by job satisfaction. Furthermore, psychological contracts are influenced by job satisfaction and organizational commitment. Job satisfaction, organizational commitment, and psychological contracts influence organizational citizenship behavior. Then finally, altruistic behavior, moral behavior, and courteous behavior are influenced by organizational citizenship behavior.

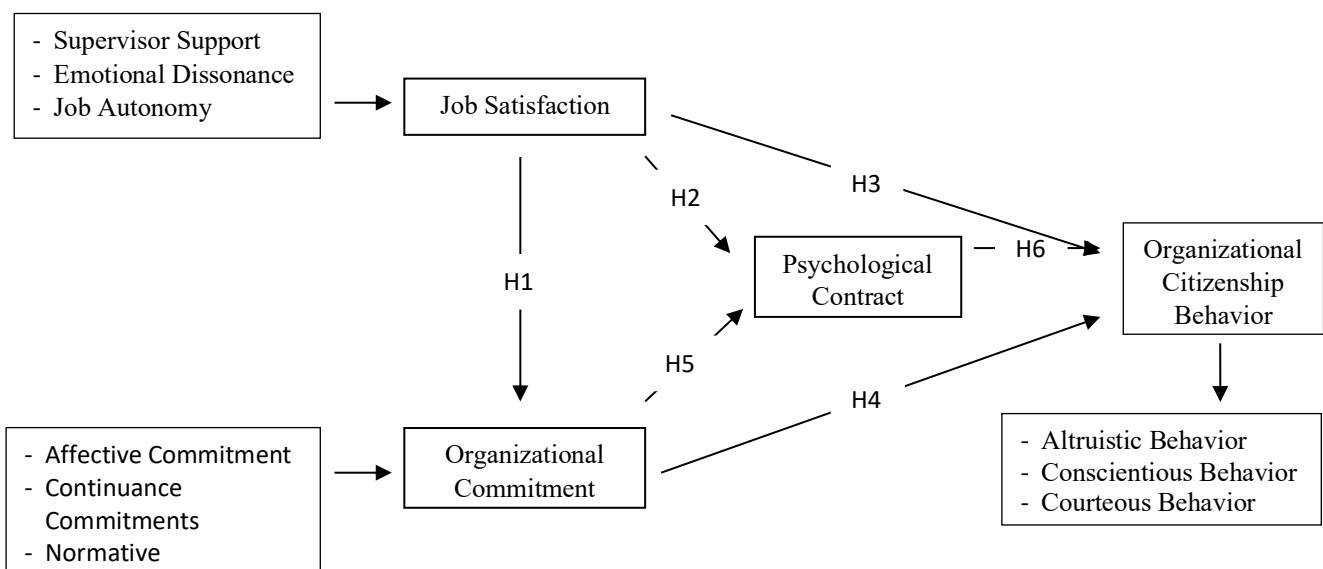


Figure 1. Research Framework

## 2. Methodology

### 2.1. Procedures and Participants

In this study, we used a quantitative method (Creswell & Creswell, 2003). The method used to collect sample data is an online questionnaire from several respondents working in the region of Yogyakarta. We conducted this research because it is known that there are many cases of resignation in several companies in Yogyakarta due to the lack of appreciation given by the company to employees.

In this study, we used a sampling technique, namely the purposive sampling technique. Sugiono (2016: 85) explains that purposive sampling is a technique with specific considerations. The reason for using this technique is that it is suitable for use in quantitative research or studies that do not generalize. This study uses a structural equation modelling data analysis technique based on the results obtained from partial least squares (PLS-SEM).

The data collection technique that we used in this study was a questionnaire. Development of Questions or Measurement Items. (Appendix 1.2)

### 2.2. Measurement item development

The measurement item was developed based on an established study. The supervisor support construct, emotional dissonance, and job autonomy as part of job satisfaction were adopted from Moquin et al. (2019). The measurement items for organisational commitment were adapted from Sobaih et al. (2020). The psychological contract was adopted from Moquin et al.(2019). Lastly, organisational citizenship behaviour was adopted from Idris et al. (2021).

### 2.3. Data Collection and Demographic Information

This study uses a quantitative survey-based research methodology based on online questionnaires. A 7-point Likert scale to find out how much the respondent agrees with the statement submitted. Data were collected data from July 9, 2022 - December 15, 2022. Purposive sampling technique was adopted in this study.

Details of the demographic information obtained during this study are shown in table 3. The gender of the respondents we tested was relatively even but was dominated by men, with 69% of the 346 respondents, and the rest were female. As many as 52% of respondents were aged less than or equal to 20 years, 45% had an age range of 21 - 30 years, while the rest, aged more than 30 years, amounted to around 3%. Most respondents had a senior high school education level of 87%, then a bachelor's degree of 8%, a junior high school of 4% and the last one with an elementary school education level of 1%.

Table 3. Demographic Information

Dimensions	Items	frequency	Percentage (%)
Gender	Male	239	69%
	Female	107	31%
	Total	346	100%
Age	≤ 20	180	52%
	21-30	156	45%
	>30	10	3%
	Total	346	100%
Education	Bachelor's degree	27	8%
	Senior High School	301	87%
	Junior High School	14	4%
	Elementary School	4	1%
	Total	346	100%

### 3. Data analysis

Data analysis presents in detail the results of data analysis. The results of data processing with the first stage of the PLS-SEM application, namely the measurement (outer) model, test the feasibility of the research instrument. Lastly, an inner model test was conducted to test the relationship between the proposed hypotheses.

#### 3.1. Outer model and Scale Validation

In this study, construct quality was evaluated based on the evaluation of the outer model. Evaluation of quality criteria begins with evaluating factor loading, followed by determining construct reliability and construct validity. Factor loading refers to the degree to which the items in the correlation matrix are connected to specific principal components. Hair et al. (2016) state that factor loading must exceed 0.50. Because none of the items in this study had factor loadings below the indicated values, those factor loadings were not relevant to this investigation. Reliability analysis is given to assess the consistency and stability of the instrument. Cronbach's alpha and composite reliability were used in the reliability test of this study. Each is above the recommended limit of 0.70 (Hair, et al., 2016). Consequently, the construct of this research can be trusted. The results of the factor loading test, construct validity, and reliability tests are presented in table 4.

Table 4. Factor Loading, construct validity and reliability

Items	Factor Loading	Cronbach's Alpha	Composite Reliability	AVE
ABR1	0,922	0,829	0,921	0,854
ABR2	0,926			
ACM1	0,863	0,876	0,924	0,801
ACM2	0,915			
ACM3	0,907			
CBR1	0,940	0,932	0,956	0,879
CBR2	0,930			

CBR3	0,942			
CCM1	0,865			
CCM2	0,900	0,863	0,916	0,785
CCM3	0,892			
CTB1	0,889			
CTB2	0,946	0,924	0,951	0,865
CTB3	0,954			
EDS1	0,838			
EDS2	0,923	0,721	0,874	0,777
JAY1	0,905			
JAY2	0,881	0,875	0,923	0,800
JAY3	0,896			
NCM1	0,790			
NCM2	0,887	0,797	0,881	0,713
NCM3	0,854			
PCT1	0,877			
PCT2	0,917	0,873	0,922	0,797
PCT3	0,884			
SST1	0,875			
SST2	0,816	0,751	0,856	0,666
SST3	0,751			

**Notes:** ABR = Altruistic Behavior ACM = Affective Commitment CBR = Conscientious Behavior CCM = Continuance Commitment CTB = Courteous Behavior EDS = Emotional Dissonance JAY = Job Autonomy NCM = Normative commitment PCT = Psychological Contract SST = Supervisor Support.

Two methods are used to test construct validity: convergent and discriminant validity. Convergent validity is when results can be in accordance with the processing of the data consisting of two research instruments or related variables. As shown in Table 4, the AVE value is more significant than 0.50, establishing the convergent validity of the assessment items. A discriminant validity test is performed to ensure that the measurement items differ. Each metric must be distinct and not tied in substantially to the others (Bagozzi et al., 1991). Fornell and Larcker (2018) state that discriminant validity is formed when the square root of the AVE for each idea is more significant than its correlation with all other concepts. Table 5 shows that the square root of the AVE construct (written in bold) is more robust than its correlation with the other constructs. Consequently, the test provides substantial evidence to establish discriminant validity.

Table 5. Fornell and Larcker's discriminant validity

	ABR	ACM	CBR	CCM	CTB	EDS	JAY	NCM	PCT	SST
ABR	<b>0,924</b>									
ACM	0,528	<b>0,895</b>								
CBR	0,260	0,035	<b>0,937</b>							
CCM	0,536	0,585	0,070	<b>0,886</b>						
CTB	0,254	0,037	0,931	0,094	<b>0,930</b>					
EDS	0,195	0,113	0,573	0,138	0,554	<b>0,882</b>				
JAY	0,512	0,736	0,020	0,570	0,003	0,144	<b>0,894</b>			
NCM	0,629	0,718	0,108	0,727	0,108	0,147	0,638	<b>0,844</b>		
PCT	0,557	0,479	0,135	0,801	0,176	0,197	0,480	0,616	<b>0,893</b>	
SST	0,179	0,164	0,556	0,167	0,538	0,643	0,210	0,204	0,187	<b>0,816</b>

**Notes:** ABR = Altruistic Behavior ACM = Affective Commitment CBR = Conscientious Behavior CCM = Continuance Commitment CTB = Courteous Behavior EDS = Emotional Dissonance JAY = Job Autonomy NCM = Normative commitment PCT = Psychological SST = Supervisor Support.

Higher order constructs are also validated as part of the outer model assessment. Each of these constructs was assess for reliability and convergent validity. Furthermore, the higher order constructs were tested for discriminant validity with the lower order constructs in the study as recommended by Sarstedt et al. (2019). All of the higher-order constructs in this study are meet the criteria.

Table 6. High-level construct reliability, convergence validity, and discriminant validity of Fornell and Larcker criteria.

Items	Cronbach's alpha	Composite reliability	AVE	Discriminant Validity		
				JST	OCB	OCM
JST	0,601	0,777	0,537	0,733		
OCB	0,736	0,852	0,660	0,552	0,813	
OCM	0,863	0,916	0,784	0,571	0,372	0,885

**Notes:** JST = Job Satisfaction, OCB = Organizational Citizenship Behavior, OCM: Organizational Commitment

### 3.2. Inner Model

Structural equation modelling is often known as the inner model. The inner model evaluates the postulated relationships to verify the proposed hypothesis. Using bootstrapping to determine the weight of each specified path coefficient. Consequently, this study used this technique to determine the significance of the correlation between variables. Table 7 presents the hypotheses tested in this study. Based on the results of hypothesis testing all the hypotheses proposed in this study are supported except the hypothesis 4 that indicate job satisfaction have no significant effect on psychological contract.

Table 7. Summary of Hypothesis Testing Results

Hypothesis	Path	$\beta$	T Value	Conclusion
H1	PCT $\rightarrow$ OCB	0,186*	2,111	Supported
H2	OCM $\rightarrow$ OCB	0,298**	3,403	Supported
H3	OCM $\rightarrow$ PCT	0,729***	16,286	Supported
H4	JST $\rightarrow$ PCT	-0,006	0,102	Not Supported
H5	JST $\rightarrow$ OCM	0,666***	15,475	Supported

**Note 1:** JST: Job Satisfaction, OCB: Organizational Citizenship Behavior, OCM: Organizational Commitment, PCT: Psychological Contract. **Note 2:** \*\*\* =  $p < 0.001$ , \*\*  $p < 0.010$ , \* =  $p < 0.050$ .

### 3.3. R-square analysis

In addition, the evaluation of the inner model is used to estimate the R-square and path coefficient. Figure 2 displays the R-square value and the path coefficient of the structural model used in this study. The R-square statistic shows that the independent variable clarifies the variation in the dependent variable. The test results show that the OCM's R-square value is 0.444, which means JST causes 44.4% of OCM changes. The test results show that the R-square of PCT value is 0.525, which means that JST and OCM cause 52.5% of the PCT change. The test results show that the R-square value of OCB is 0.204, which means that JST, OCM, and PCT cause 20.4% of changes in OCB.

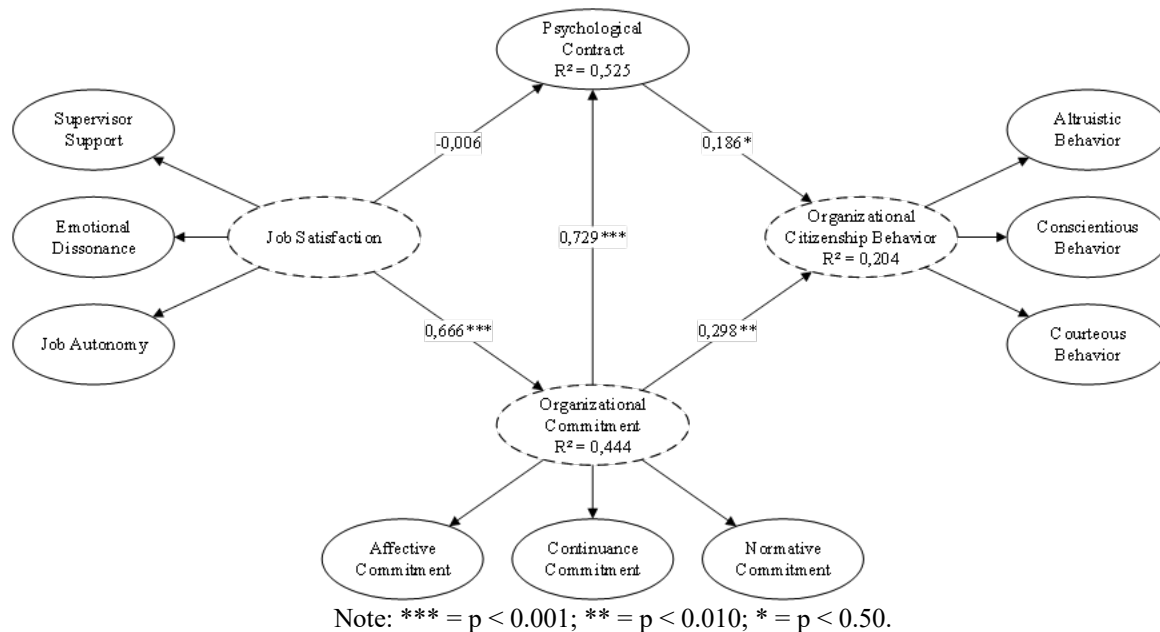


Figure 2. Standard path coefficients and inner model significance.

### 3.4. Mediation Test

Mediation analysis explores mediation's consequences to determine whether the mediation model given in this study can be considered statistically. Seeing from the results presented in Table 8 shows that organizational commitment plays a mediating role that bridge the relationship between job satisfaction to psychological contract to organizational citizenship behaviour. One interesting finding revealed in this study was both organizational commitment and psychological contract together mediates the relationship between job satisfaction and organizational commitment.

Table 8. Mediation Test Results

Path	$\beta$	T Value
JST → OCM → PCT	0,485***	10,089
JST → OCM → OCB	0,199**	3,245
JST → OCM → PCT → OCB	0,090*	2,106

**Note 1:** JST: Job Satisfaction, OCB: Organizational Citizenship Behavior, OCM: Organizational Commitment, PCT: Psychological Contract. **Note 2:** \*\*\* =  $p < 0.001$ ; \*\* =  $p < 0.010$ ; \* =  $p < 0.50$

## 4. Discussion

This study examined how job satisfaction affects organizational commitment, psychological contract, and organizational citizenship. This study was based on job embeddedness theory, which states that employees' attachment to their job and community can affect their willingness to leave and engage in positive organizational behaviors. This study found that job satisfaction has a significant impact on employee organizational commitment, which can increase job embeddedness and reduce turnover, consistent with job embeddedness theory. Previous research has shown that job satisfaction increases employee retention and engagement. However, job satisfaction and psychological contract were not significantly related. This suggests that job satisfaction may affect employee commitment but not their perceptions of the organization's obligations to them. This suggests that organizations should consider communication and transparency to build strong psychological contracts with their employees to improve employee satisfaction and retention.

Organizational citizenship behavior was also affected by organizational commitment and psychological contracts. Job embeddedness theory suggests that employees who feel embedded in their job and community are more likely to engage in behaviors that benefit the organization, even if they are not required. Job satisfaction and organizational citizenship behavior were also mediated by organizational commitment and psychological contracts. This shows that job satisfaction, organizational commitment, and psychological contracts must be considered to motivate employees.

#### *Theoretical Implication*

This study has several important theoretical implications. Job embeddedness theory supports employee retention and organizational behavior research. The study found that employees' job and community attachments affect their organizational commitment and citizenship behavior, which in turn affects their turnover and organizational contribution. Second, the study illuminates psychological contract in employment. The study shows that job satisfaction does not significantly affect employees' psychological contract, emphasizing the importance of communication and transparency in building strong, mutually beneficial relationships with employees. Third, organizational commitment and psychological contract mediate job satisfaction and organizational citizenship behavior. This suggests that organizations should promote positive employee behaviors through job satisfaction, organizational commitment, and psychological contracts.

#### *Managerial Implication*

This study has important managerial implications for organizations seeking to improve employee retention, engagement, and performance. Managers can use the study's recommendations to encourage positive employee behavior. Managers should first foster employee organizational commitment. Career development, recognition, and a sense of community and belonging can achieve this. Managers can boost job satisfaction, turnover, and organizational citizenship by increasing employees' job and community attachment. Second, managers should consider the employee-employer psychological contract. This means meeting the organization's obligations to employees and making sure they know it. Managers should regularly check in with employees and address any concerns or issues. Third, managers must emphasize organizational citizenship. Encourage employees to volunteer for organization-benefiting activities, recognize and reward positive contributions, and promote teamwork and collaboration. This study's managerial implications stress the need for a multifaceted approach to employee well-being. Managers can create a supportive, engaging, and successful workplace by fostering organizational commitment, a positive psychological contract, and organizational citizenship.

## **5. Conclusion**

This study's findings support the job embeddedness theory and its emphasis on the significance of employees' attachment to their job and community. In addition to promoting job satisfaction, organizations seeking to improve employee retention, engagement, and performance should consider strategies that foster strong organizational commitment and psychological contracts. By doing so, they can encourage positive organizationally beneficial behaviors and reduce the likelihood of employee turnover.

This study focuses on job satisfaction, organizational commitment, psychological contract, and the behavior of organizational members, but has several limitations. Use of self-reported data may result in bias and inaccuracy. The limitation of this study to one industry and culture also limits the generalizability of the findings. To ensure broadly applicable results, replication of similar studies in a wider population is necessary. In addition, this study is cross-sectional, so causality cannot be clearly determined. A longitudinal study can provide a better understanding of the causal relationships and the complexity of these constructs. Lastly, factors such as job stress, work-life balance, and leadership style were not considered in this study. Future research should consider these factors and other variables that can influence employee attitudes and behavior, in order to gain a more comprehensive understanding of the complex employee retention and organizational behavior.

This study sheds light on job satisfaction, organizational commitment, psychological contract, and organizational citizenship behavior, but it has limitations. The study used self-reported data, which may be biased and inaccurate. Participants may have given socially desirable responses or those that they thought the researcher wanted. Second, the study was limited to one industry and culture. The organizational setting and sample of employees in the study limit its findings. To confirm results across populations, future research should replicate similar studies. Third, the study was cross-sectional, which limits causality. Job satisfaction had a significant impact on organizational commitment, and both organizational commitment and psychological contract had a significant impact on organizational citizenship behavior, but it is unclear if this is a causal relationship or a correlation. Longitudinal research can clarify causality and the complex relationships between these constructs. Finally, job stress, work-life balance, and leadership style were not considered. Future research should consider

these and other factors that may affect employee attitudes and behaviors to better understand the complex dynamics of employee retention and organizational behavior.

### Bibliography

- Asosiasi Industri Otomotif Indonesia. (2021). Otomotif. Retrieved April 26, 2023, from <https://www.gbgindonesia.com/en/manufacturing/article/2016/otomotif.php>
- Badan Koordinasi Penanaman Modal. (2021). FDI Realization in Indonesia in 2020 Reached IDR 422.3 trillion, the Highest in History. Retrieved April 26, 2023, from <https://bkpm.go.id/en/berita-kabar/press-release/fdi-realization-in-indonesia-in-2020-reaches-idr-422-3-trillion-the-highest-in-history>
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 27(1), 95–112.
- Creswell, J. W., & Creswell, J. (2003). *Research design*. Sage publications Thousand Oaks, CA.
- Dulebohn, J. H., & Martocchio, J. J. (1998). Employee perceptions of the fairness of work group incentive pay plans. *Journal of Management*, 24(4), 469–488.
- Elsafty, A., & Oraby, M. (2022). The Impact of Training on Employee Retention. *International Journal of Business and Management*, 17(5), 58. <https://doi.org/10.5539/ijbm.v17n5p58>
- Gaertner, S. (1999). Structural determinants of job satisfaction and organizational commitment in turnover models. *Human Resource Management Review*, 9(4), 479–493.
- Goetz, N., & Wald, A. (2022). Similar but different? The influence of job satisfaction, organizational commitment and person-job fit on individual performance in the continuum between permanent and temporary organizations. *International Journal of Project Management*, 40(3), 251–261.
- Golbasi, Z., Kelleci, M., & Dogan, S. (2008). Relationships between coping strategies, individual characteristics and job satisfaction in a sample of hospital nurses: cross-sectional questionnaire survey. *International Journal of Nursing Studies*, 45(12), 1800–1806.
- Gunlu, E., Aksarayli, M., & Percin, N. Ş. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*.
- Herriot, P. (1992). *The career management challenge: Balancing individual and organizational needs*. Sage.
- Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement issues. *The Icfai Journal of Organizational Behavior*, 6(4), 7–25.
- Jernigan, I. E., Beggs, J. M., & Kohut, G. F. (2002). Dimensions of work satisfaction as predictors of commitment type. *Journal of Managerial Psychology*, 17(7), 564–579.
- Kementerian Perindustrian. (2019). Elektronik. Retrieved April 26, 2023, from <https://www.kemenperin.go.id/artikel/20751/Elektronik>
- Kim, S. (2006). Public service motivation and organizational citizenship behavior in Korea. *International Journal of Manpower*, 27(8), 722–740.
- Mahoney, C. B., Lea, J., Schumann, P. L., & Jillson, I. A. (2020). Turnover, burnout, and job satisfaction of certified registered nurse anesthetists in the United States: Role of job characteristics and personality. *AANA Journal*, 88(1), 39–48.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121.
- Moquin, R., K. Riemenschneider, C., & L. Wakefield, R. (2019). Psychological Contract and Turnover Intention in the Information Technology Profession. *Information Systems Management*, 36(2), 111–125. <https://doi.org/10.1080/10580530.2019.1587574>

- Motowidlo, S. J. (1983). Predicting sales turnover from pay satisfaction and expectation. *Journal of Applied Psychology, 68*(3), 484.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*(2), 224–247.
- Nyanga, T., Chindanya, A., Carrillo, C., Flores, M. A., Polatcan, M., Cansoy, R., Friedman, B. A., Bonzo, S., Ketcham, G. F., Walker, M., Sharp, C., Sims, D., Larkin, I. M., Brantley-Dias, L., Lokey-Vega, A., Hoekstra, B., Omar, M. K., Self, M. J., & Cole, K. L. M. (2020). Job Satisfaction, Organizational Commitment, and Turnover Intention of Onli...: University of Liverpool Library. *National Foundation for Educational Research, 43*(1), 26–51.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington books/DC heath and com.
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior, 80*, 295–306.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications.
- Ostroff, C., Kinicki, A. J., & Clark, M. A. (2002). Substantive and operational issues of response bias across levels of analysis: An example of climate-satisfaction relationships. *Journal of Applied Psychology, 87*(2), 355.
- Price, J. L., & Mueller, C. W. (1981). A causal model of turnover for nurses. *Academy of Management Journal, 24*(3), 543–565.
- PURWANTO, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior. *Inovbiz: Jurnal Inovasi Bisnis, 9*(1), 61. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior, 15*(3), 245–259. <https://doi.org/10.1002/job.4030150306>
- Rodrigues da Costa, L., & Maria Correia Loureiro, S. (2019). The Importance of Employees' Engagement on the Organizational Success. *Journal of Promotion Management, 25*(3), 328–336. <https://doi.org/10.1080/10496491.2019.1557811>
- Roney, C., & Soicher, H. M. (2022). Work and well-being: collective and individual self-concept, job commitment, citizenship behavior, and autonomy as predictors of overall life satisfaction. *The Journal of Social Psychology, 162*(4), 423–434.
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal, 2*, 121–139.
- Rousseau, D. M. (1998). The 'problem' of the psychological contract considered. *Journal of Organizational Behavior, 665–671*.
- Schnake, M. (1991). Organizational citizenship: A review, proposed model, and research agenda. *Human Relations, 44*(7), 735–759.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly, 46–56*.
- Tarigan, V., & Ariani, D. W. (2015). *Empirical Study Relations Job Satisfaction, Organizational Commitment, and Turnover Intention. 5*(2), 21–42.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology, 46*(2), 259–293.
- Tharikh, S. M., Ying, C. Y., Mohamed Saad, Z., & Sukumaran, K. a/p. (2016). Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors. *Procedia Economics and Finance, 35*(October 2015), 604–611. <https://doi.org/10.1016/s2212->

5671(16)00074-5

- Waspodo, A. A., & Minadaniati, L. (2012). Pengaruh Kepuasan Kerja Dan Iklim Organisasi Terhadap Organizational Citizenship Behavior ( Ocb ) Karyawan Pada Pt . Trubus Swadaya. *Pengaruh Kepuasan Kerja Dan Iklim Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Karyawan Pada Pt. Trubus Swadaya Depo*, 3(1), 1–16.
- Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods. *Journal of Applied Psychology*, 71(2), 219.
- Yao, X., Lee, T. W., Mitchell, T. R., Burton, J. P., & Sablinski, C. S. (2004). Job embeddedness: Current research and future directions. *Understanding Employee Retention and Turnover*, 153–187.
- Zhang, I. D., Lam, L. W., Dong, L., & Zhu, J. N. Y. (2021). Can job-embedded employees be satisfied? The role of job crafting and goal-striving orientations. *Journal of Business and Psychology*, 36, 435–447.
- Zito, M., Emanuel, F., Molino, M., Cortese, C. G., Ghislieri, C., & Colombo, L. (2018). Turnover intentions in a call center: The role of emotional dissonance, job resources, and job satisfaction. *PLoS ONE*, 13(2), 1–16. <https://doi.org/10.1371/journal.pone.0192126>

## APPENDIX

Table. Questionnaire Measurement Items

Code items	Questions/Statements
<b>Dimensions of Job Satisfaction</b>	
<b>Supervisor Support</b> (Moquin et al., 2019)	
SST1	My supervisor takes the time to learn about my career goals and aspirations.
SST2	Supervisors tell me about different career opportunities for me in the organization.
SST3	Supervisors make sure I get credit when I achieve something meaningful.
<b>Emotional Dissonance</b> (Moquin et al., 2019)	
EDS1	To be effective in my job, I have to try to sympathize with customers even when they're not.
EDS2	In doing my job, I must portray myself as someone interested in purchasing the product.
EDS3	In my job effectively, I have to act as if I empathize with the customer even though I don't care.
<b>Job Autonomy</b> (Moquin et al., 2019)	
JAY1	In my line of work, I usually do not need to refer matters to my immediate supervisor for final decisions.
JAY2	Usually, my immediate supervisor doesn't have to approve my decisions before I take action.
JAY3	Rather than asking my boss directly, I usually make decisions about what to do in a job.
<b>Job Satisfaction</b> (Bangwal & Tiwari, 2019)	
JST1	I feel satisfied with the company's workplace design.
JST2	Promoting the workplace environment improves the current job and directly helps me apply for the job.
JST3	The workplace environment influences my comfort in doing work.

**Organizational Commitment Dimension** (Clay et al., 1975)

OCM1	I am willing to put much effort outside my regular job to help the organization succeed.
OCM2	I talk about this organization to my friends as a great organization to work for.
OCM3	I feel very little loyalty to this organization.
OCM4	I will accept most work assignments to continue working for this organization.
OCM5	I find that my values and those of the organization are very similar.

**Affective Commitment** (Sobaih et al., 2022)

ACM1	Right now, staying with my department is a matter of making ends meet.
ACM2	I do not feel a strong sense of "ownership" of myself.
ACM3	I feel that I have too few options to consider leaving this department.

**Normative Commitments** (Sobaih et al., 2022)

NCM1	If this organization is profitable for me, I don't feel it, and I will leave it.
NCM2	I feel obligated to stay with my employer, employer.
NCM3	I will feel guilty if I leave my organization.

**Continuance Commitments** (Sobaih et al., 2022)

CCM1	I would love to spend my time (career) with this department.
CCM2	I feel as if this department's problems are mine.
CCM3	I feel a strong sense of ownership of myself (the department).

**Psychological Contract** (Moquin et al., 2019)

PCT1	Almost all the promises made by the organization during recruitment have remained with me.
PCT2	I feel that the company had fulfilled the promises made to me when I was hired.
PCT3	So far, the company has done an excellent job of delivering on its promises to me.
PCT4	I have never received everything promised to me to improve my work.
PCT5	The company has broken many of its promises to me even though I have carried out the agreements that have been made.

**Dimensions of Organizational Citizenship Behavior** (Idris et al., 2014)

OCB1	I help with activities in the organization.
OCB2	I will be fair in doing the job.
OCB3	I have a sense of loyalty to the organization.
OCB4	I obey the organization.
OCB5	I took the initiative to help the organization.
OCB6	I am highly dedicated to the welfare of the organization.
OCB7	I will constantly develop myself for the company.

**Altruistic Behavior** (Shanker, 2018)

- |      |   |
|------|---|
| ABR1 | I help colleagues who have a heavy workload.                    |
| ABR2 | I am always ready to lend a helping hand to my co-workers.      |
| ABR3 | I am willing to help colleagues who have work-related problems. |

**Courteous Behavior** (Shanker, 2018)

- |      |  |
|------|--|
| CTB1 | I avoid creating work problems within the company.                       |
| CTB2 | I do not abuse the rights of other workers in the company.               |
| CTB3 | I pay attention to the impact of actions on the attitudes of co-workers. |

**Conscientious Behavior** (Shanker, 2018)

- |      |  |
|------|--|
| CBR1 | I believe in doing honest work for the right pay.                  |
| CBR2 | I attend in an orderly manner during company working hours.        |
| CBR3 | I obey company rules and regulations even when no one is watching. |