

CONNECTING THE DOTS: CSR, JOB SATISFACTION, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Corporate Social Responsibility (CSR) is garnering increasing attention within the realm of business and organizations, owing to its substantial impact across various dimensions, including Organizational Citizenship Behavior (OCB) and Job Satisfaction (JS). This quantitative study was designed to investigate the direct relationship between perceptions of CSR and OCB, as well as the mediating role of JS. The research encompassed 192 respondents hailing from Bank Mandiri, BNI, and BRI, employing a non-probability sampling method. Data collection was facilitated through the distribution of questionnaires via Google Forms, while data analysis was executed using the SmartPLS3. The study's outcomes indicate that employees' perceptions of CSR in these corporations, exert a positive influence on JS and stimulate voluntary OCB. Effective CSR practices are shown to elevate JS, subsequently resulting in heightened OCB, thereby bestowing favorable impacts upon these organizations.

Keywords : CSR, OCB, Job Satisfaction.

1. INTRODUCTION

In the past decade, global efforts toward the 17 United Nations Sustainable Development Goals (SDGs) have faced challenges and setbacks due to the COVID-19 pandemic, leading to a phenomenon known as "quiet quitting" (QQ). Aydin and Azizoğlu (2022) define QQ as employees performing the minimum without extra effort. Gallup's 2023 research reveals that 59% of global workers engage in QQ, with only 24% employee engagement in Indonesia. QQ may manifest as absenteeism, lateness, or quitting (Smith et al., 2016). In contrast, Organizational Citizenship Behavior (OCB) describes employees fulfilling responsibilities and assisting colleagues voluntarily without immediate rewards (Somech and Drach-Zahary, 2004). Smith et al. (2016) suggest a negative relationship between OCB and QQ, indicating that high OCB decreases QQ. In recent studies, OCB's positive impact on companies has been explored, reducing the need for additional pay. Aodton et al.'s (2021) research on the influence of job satisfaction on OCB, with work engagement mediation, reveals positive correlations. Ismael and Yesiltas (2020) indicate a direct negative relationship between Corporate Social Responsibility (CSR) and OCB. However, mediation by job satisfaction shows a significant positive relationship. Conversely, Kunda et al.'s (2019) research does not support job satisfaction mediating between CSR and OCB, instead showing a direct positive relationship between CSR dimensions and OCB.

To address these disparities, this study aims to develop a model examining the impact of CSR, with job satisfaction mediation, on enhancing OCB. The model is tested on state-owned banks (BUMN) with strong CSR records, including Bank Mandiri, BRI, and BNI, listed on the Indonesia Stock Exchange's SRI-KEHATI index from December 2022 to May 2023. Variables include CSR, OCB, and job satisfaction, covering various job aspects.

The Social Exchange Theory (SET), developed by Peter Blau in 1964, seeks to understand social interactions and interpersonal relationships through the lens of anticipated rewards and costs. It posits that individuals engage with others based on the perceived value of the anticipated rewards and costs. Social exchange occurs when individuals provide something deemed valuable to others and, in return, receive fair and adequate compensation, such as emotional support, information, resources, or practical assistance. The theory emphasizes the importance of individuals' perceptions of fairness in social exchange. Justice, in this context, refers to individuals' perceptions of the fairness and adequacy of the rewards and costs involved in the exchange. Imbalances in social exchange can lead to dissatisfaction and instability in relationships. SET also considers the concept of dependence, where individuals feel reliant on others to obtain desired rewards, influencing compliance and relationship continuity.

SET has been applied to understand Organizational Citizenship Behavior (OCB), referring to voluntary behaviors that go beyond primary job responsibilities and contribute to organizational well-being. Research indicates that employees satisfied with their social exchange in an organization, including fair rewards and adequate recognition, are more likely to engage in OCB. Social Identity Theory, related to OCB, explores how individuals define themselves based on social groups to shape and protect their identity. Employees may form psychological bonds and increased self-esteem by being part of a prestigious organization, influencing their engagement in beneficial roles for the company.

Corporate Social Responsibility (CSR), introduced by Rothmann Bowen in 1953, outlines the economic goals that initially targeted American businessmen but are still relevant today for all companies. Bowen's 11 Economic Goals include factors like a high standard of living, economic progress, justice, freedom, and community improvement. These goals align with the 17 United Nations' Sustainable Development Goals. CSR positively influences Job Satisfaction (JS), defined as a person's positive feelings about their job and work environment. JS is an effect of employees' perceptions of the company's CSR, concurrently influencing OCB. CSR can impact employees' workplace behavior, such as JS, fostering positive relationships between the company and stakeholders and leading to positive behaviors like OCB (Kunda et al., 2019).

Corporate Social Responsibility (CSR) Theory

According to Choi and Yu (2014), CSR is the obligation for companies to consider the interests of stakeholders by ensuring product safety, environmental protection, working conditions, human rights, community development, and corruption prevention, all in accordance with applicable regulations. The perspective of Korschun et al. (2014) states that CSR is a voluntary action by companies with the aim of improving the well-being of society. Hopkins (2016) summarizes CSR as the way companies treat stakeholders responsibly, while according to Riyadh et al. (2019), CSR is a company's effort to defend or improve societal well-being without solely considering the interests of the company and shareholders. Carroll (1991) introduced four aspects that a company must fulfill to be considered to have CSR. Firstly, the company must generate economic profits. Secondly, the company is expected to comply with all applicable laws and regulations. The third level involves the company avoiding or reducing harm to stakeholders through honesty and fairness. Lastly, the company is expected to contribute to society, both financially and through human resources, to enhance well-being. This concept emphasizes that CSR is not only about economic profits but also social responsibility, ethics, and contributions to society.

Organizational Citizenship Behavior (OCB) Theory

OCB, according to Organ et al. (1988) as cited in Podsakoff (1990), refers to voluntary actions that are not part of one's routine tasks but contribute to improving the functioning of the organization. Robbins and Judge (2013) define OCB as workplace behavior performed without coercion and not part of an individual's primary duties. According to Robbins (2006) as cited in Lestiyane and Yanuar (2019), OCB is the voluntary, company-benefiting behavior of employees without expecting direct recognition. Karuna and Aruna (2021) describe OCB as socially concerned actions without financial gain, serving as an additional role in the job to enhance individual and organizational effectiveness. In summary, OCB is voluntary behavior by employees that is not part of their primary duties, undertaken without expecting rewards or formal recognition from the company. OCB has a positive impact on organizational functions and provides benefits to the company. To measure OCB, indicators such as altruism (helping colleagues), conscientiousness (timely attendance, compliance with rules, adhering to break times), sportsmanship (tolerance toward company shortcomings), courtesy (avoiding conflicts at work), and civic virtue (concern for the company's sustainability, sense of responsibility) can be used.

Job Satisfaction (JS) Theory

Locke (1976) defines Job Satisfaction (JS) as the pleasant or positive emotional condition that arises from an individual's assessment of their job or work experience. Caligiuri et al. (2013) describe JS as an individual's personal assessment of the extent to which job values are fulfilled, triggering positive thoughts or negative unhappiness. According to Murshed et al. (2021), JS is an employee's behavior that can be pleasant or not, depending on the needs related to various aspects of the job, such as development, benefits, salary, and responsibilities. Herianto and Yanuar (2021) explain that JS is a positive response that arises from an employee's assessment of the given job. Thus, JS can be summarized as a positive or negative emotional condition that arises from an employee's personal assessment of the fulfillment of job values, involving aspects such as development, benefits, salary, and responsibilities, which influence employee behavior. Some indicators that can be used to measure JS, according to Smith et al. (1969) as cited in Pawirosumarto et al. (2017), involve aspects such as Salary, measuring satisfaction with salary and benefits; Promotion, measuring satisfaction with opportunities for promotion and career development; Supervision, measuring satisfaction with support, leadership, and communication from immediate supervisors; the Job itself, measuring satisfaction with the type of work including challenge level, variation, and autonomy; and Colleagues, measuring satisfaction with relationships with colleagues, including cooperation, collaboration, and social support.

H1: There is a significant influence between perceived CSR and OCB

Ismael and Yesiltas (2020) found a direct but negative relationship between CSR and OCB. Kunda et al. (2019) identified a positive correlation between CSR dimensions towards society, the environment, and the government with OCB. Pradhan et al. (2020) investigated the mediation of sustainable corporate practices on self-efficacy and OCB, revealing a positive moderation effect. Ouakouak et al. (2020) explored the link between CSR and Intention to quit, mediated by OCB, and reported a positive relationship between CSR and OCB.

H2: There is a significant influence between perceived CSR and JS

Li and Chen (2023) found that employees' perception of CSR correlates with JS, varying across three CSR dimensions: Perceived CSR altruism, Perceived CSR execution, and Perceived CSR participation. Murshed et al. (2021) stated that the direct link between social CSR and JS is not

significant, while the link between environmental CSR and JS is significant. Crucke et al. (2022) affirmed a positive relationship between Organizational sustainability, perceived organizational support, and societal impact potential Public Service Motivation with JS.

H3: There is a significant influence between JS and OCB

Aodton et al. (2021) demonstrated a significant direct relationship between JS and OCB. Islam et al. (2014) found a high positive correlation between JS and OCB. Zeinabadia (2010) highlighted a significant direct relationship between intrinsic JS and OCB, as well as a significant indirect relationship with Value Commitment as a mediator.

H4: JS can significantly mediate the relationship between perceived CSR and OCB

Ismael and Yesiltas (2020) identified JS as a significant and positive mediator between CSR and OCB. Khaskheli et al. (2020) discovered a positive and significant relationship between CSR and OCB, CSR and intrinsic JS, and intrinsic JS and OCB. They also found a negative relationship between CSR and extrinsic JS, and extrinsic JS and OCB. However, Kunda et al. (2019) reported an unsuccessful mediation role of JS between CSR and OCB.

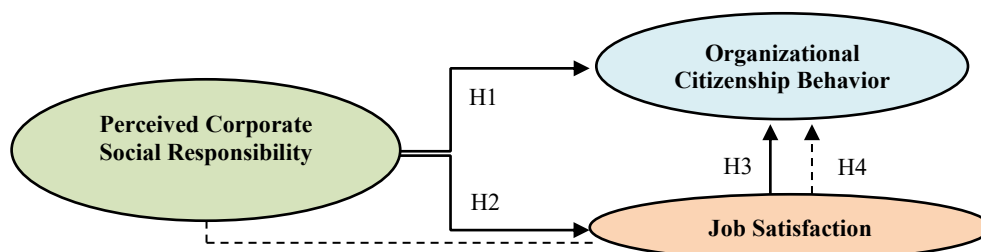


Figure 1. Theoretical Framework

2. RESEARCH METHOD

The research encompasses employees from 25 companies listed in the SRI-KEHATI index from December 2022 to May 2023. Three conveniently chosen companies, namely Bank Mandiri, BNI, and BRI, located across Indonesia, were selected through non-probability sampling. Google Forms distributed questionnaires, initiated by known respondents, were further circulated among colleagues or acquaintances within the chosen companies. A total of 192 individuals participated in the survey, and the data were analyzed using the Structural Equation Modeling (SEM) method with the SmartPLS3 application. Among the respondents, 60 were from Bank Mandiri, 64 from Bank BNI, and 68 from Bank BRI. The majority (38%) of respondents fell within the 25-34 age range, and 59% were female. Approximately 46% held a bachelor's degree (S1), with the most common work experience spanning 1-5 years (31%). Furthermore, 69% of the respondents were married.

3. RESULTS AND DISCUSSIONS

Table 1. Outer Loading Values from Convergent Validity Testing

Table Source: Results of SmartPLS data processing

Item Code	CSR	Item Code	JS	Item Code	OCB
ECSR3	0.745	JS1	0.76	OCB1	0.84
ECSR4	0.763	JS3	0.801	OCB4	0.834
ECSR6	0.752	JS4	0.732	OCB7	0.79
ECSR7	0.726	JS5	0.827		
ETCSR1	0.745	JS6	0.783		
ETCSR2	0.735	JS7	0.817		

ETCSR4	0.771	JS8	0.803		
ETCSR5	0.761				
PCSR1	0.746				
PCSR3	0.741				
PCSR4	0.726				
LCSR2	0.727				
LCSR4	0.784				
LCSR5	0.729				
LCSR6	0.715				

As seen in Table 1, all indicator items have Outer Loading values exceeding 0.7, indicating that the data is considered to have good reliability (Hair et al., 2019).

Table 2. Validity Test Results Convergent *Average Variance Extracted*
 Table Source: Results of SmartPLS data processing

Variable	Average Variance Extracted (AVE)
CSR	0.554
JS	0.623
OCB	0.675

To be considered valid, the AVE values must meet the minimal requirement of 0.5 (Hair et al., 2019). It can be observed that all three variables have AVE values above 0.5, indicating that the existing data is considered valid.

Below is a table containing the Cross Loading values of all indicator items with respect to the construct variables. It is evident that the correlation of each indicator item with its respective construct variable has a cross-loading value greater than with other construct variables, confirming their validity.

Table 3. Validity Test Results Discriminant *Cross Loading*
 Table Source: Results of SmartPLS data processing

	ECSR3	ECSR4	ECSR6	ECSR7	ETCSR1	ETCSR2	ETCSR4
CSR	0.745	0.763	0.752	0.726	0.745	0.735	0.771
JS	0.597	0.63	0.622	0.626	0.62	0.641	0.629
OCB	0.494	0.567	0.556	0.571	0.597	0.551	0.549
	ETCSR5	LCSR2	LCSR4	LCSR5	LCSR6	PCSR1	PCSR3
CSR	0.761	0.727	0.784	0.729	0.715	0.746	0.741
JS	0.639	0.57	0.656	0.61	0.615	0.562	0.574
OCB	0.604	0.521	0.578	0.541	0.584	0.569	0.56
	PCSR4	JS1	JS3	JS4	JS5	JS6	JS7
CSR	0.726	0.649	0.646	0.634	0.654	0.649	0.667
JS	0.613	0.76	0.801	0.732	0.827	0.783	0.817
OCB	0.61	0.556	0.511	0.569	0.619	0.558	0.565
	JS8	OCB1	OCB4	OCB7			
CSR	0.66	0.567	0.614	0.678			
JS	0.803	0.58	0.607	0.593			
OCB	0.616	0.84	0.834	0.79			

Shown in Table 4 below, The Fornell-Larcker Criterion results reveal inconsistency, as it expects the correlation between the same variables to surpass their correlation with others (Hair et al., 2019). Instead, recent literature recommends adopting discriminant validity tests using the Heterotrait-Monotrait (HTMT) ratio, introduced by Henseler et al. (2015). HTMT testing requires values between 0.85 and 0.90, and all variables in the provided data meet these criteria.

Table 4. Validity Test Results Discriminant *Fornell Larcker* and *HTMT*
 Table Source: Results of SmartPLS data processing

	Fornell Larcker			HTMT		
	CSR	JS	OCB	CSR	JS	OCB
CSR	0.745					
JS	0.825	0.79		0.896		
OCB	0.758	0.724	0.822	0.89	0.873	

Considering the results of cross-loading, AVE, and HTMT tests aligning, the outcomes from the Fornell-Larcker method can be disregarded. Thus, it can be concluded that the variables in this study are valid concerning the discriminant validity testing.

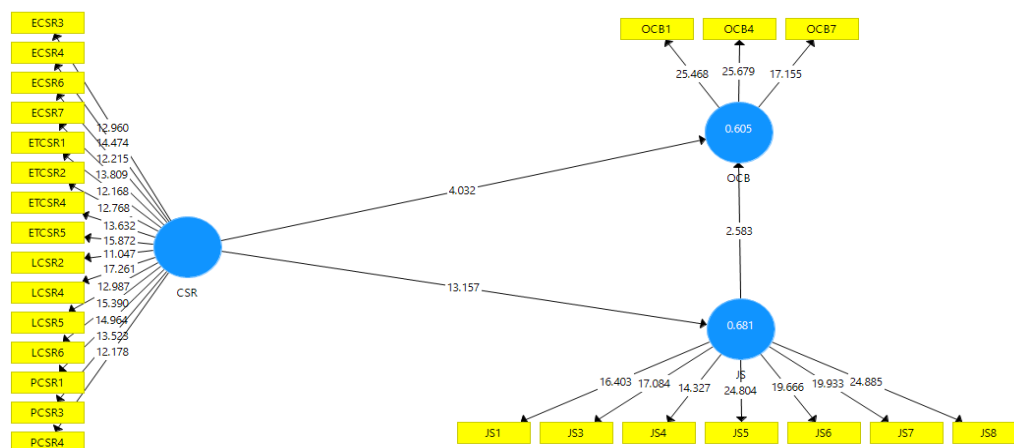


Figure 2. Bootstrapping results
 Source: SmartPLS data processing

To examine the relationships between variables in this research model, bootstrapping was conducted with a sample of 5000.

Table 5. Results of Bootstrapping
 Table source: Results of SmartPLS data processing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Direct effects					
CSR -> JS	0.825	0.819	0.063	13,157	0,000
CSR -> OCB	0.505	0.478	0.125	4,032	0,000
JS -> OCB	0.307	0.328	0.119	2,583	0,010
Indirect effects					
CSR -> JS -> OCB	0.254	0.271	0.108	2,345	0,019

Table 5 indicates a significant and positive direct relationship between CSR and JS. Additionally, the direct relationship between CSR and OCB also shows a significant and positive association. Similarly, the relationship between JS and OCB demonstrates a significant and positive value. These findings suggest a direct and significant positive connection between the variables. Furthermore, the indirect relationship from CSR to OCB, mediated by JS, is significant and positive, signifying that JS partially mediates the relationship between CSR and OCB.

Based on the results of the above bootstrapping, the hypothesis testing can be explained as follows:

Table 6. Hypotheses testing results
Table Source : Processed data

Hypotheses	P Values	Result
H1: There is a significant influence between Perceived CSR and OCB	0.00	Accepted
H2: There is a significant influence between Perceived CSR and JS	0.00	Accepted
H3: There is a significant influence between JS and OCB	0.00	Accepted
H4: JS partially mediates the relationship between Perceived CSR and OCB	0.019	Accepted

The study concludes that Perceived CSR has a direct positive impact on OCB. This contradicts findings by Ismael and Yesiltas (2020) and Kunda et al. (2019) but aligns with studies by Santhosh and Baral (2018), Ouakouak et al. (2020), and Pradhan et al. (2020). Employees with a positive perception of CSR exhibit more OCB, reflecting the influence of CSR on employees' positive attitudes and contributions to the organization. This supports the Social Exchange Theory, indicating that positive CSR perception acts as a benefit, motivating OCB. Respondent feedback indicates high values for CSR, emphasizing positive perceptions of legal compliance, corporate image, and social concern.

Perceived CSR also positively influences JS. This aligns with Li and Chen's (2023) research, linking positive CSR perception to increased job satisfaction. The positive view of CSR enhances job satisfaction through a psychological benefit, as per the Social Exchange Theory. Satisfied employees are more motivated to engage in OCB, establishing a positive exchange between employees and the organization. Respondent responses highlight the significance of CSR in legal compliance and recognition, contributing to positive job satisfaction.

The study affirms a direct positive impact of JS on OCB. This supports previous research (Aodton et al., 2021) and aligns with Social Exchange Theory, where job satisfaction acts as a benefit encouraging proactive engagement. Respondent feedback indicates high values for JS, emphasizing positive perceptions of management recognition and alignment with employees' skills.

Furthermore, JS partially mediates the relationship between Perceived CSR and OCB. This is consistent with Ismael and Yesiltas's (2020) findings but contrasts with Kunda et al.'s (2019) results. The Social Exchange Theory explains that positive CSR perception provides benefits, enhancing job satisfaction, motivating employees to engage in OCB. Respondent feedback underscores the importance of CSR in legal compliance, recognition, and overall job satisfaction, influencing OCB behavior positively.

4. CONCLUSION AND SUGGESTIONS

This study concludes that Perceived CSR positively influences JS and OCB among employees in the workplace. The results emphasize that effective CSR practices contribute to a positive organizational perception, increased job satisfaction, and active engagement in behaviors supporting the company's objectives, particularly OCB. Moreover, the research indicates that job satisfaction acts as a mediator in the relationship between Perceived CSR and OCB, highlighting that a favorable perception of CSR can boost job satisfaction, subsequently motivating employees to participate in OCB. Recommendations for future research involve broadening the study's scope, possibly extending to an industry-wide scale. Expanding the number of companies and samples, along with using diverse indicator perspectives, could enhance research outcomes. Additionally, exploring the impact of Environmental, Social, and Governance (ESG) practices on OCB is recommended. For companies, the advice is to improve CSR practices based on respondents'

feedback. Strategic measures include enhancing transparency and communication in CSR reporting, ensuring legal compliance, and fostering open communication with employees for optimal business benefits and a positive work environment. This way, Bank Mandiri, BNI, and BRI can cultivate a positive and robust CSR perception among both employees and the public.

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