

BAB V

PENUTUP

Bab ini menguraikan kesimpulan yang didapatkan dari hasil penelitian. Dalam bab ini juga memaparkan implikasi manajerial yang dapat dijadikan masukan bagi pelaku usaha di sektor ritel di Yogyakarta, keterbatasan penelitian, serta saran bagi penelitian selanjutnya.

5.1 Kesimpulan

Penelitian ini bertujuan untuk menguji pengaruh kepuasan kerja terhadap *Organizational Citizenship Behavior* (OCB) dengan komitmen organisasional sebagai variabel mediasi pada karyawan tetap di sektor ritel Daerah Istimewa Yogyakarta. Berdasarkan proses pengumpulan data dan analisis yang telah dilakukan dengan menggunakan pendekatan *Partial Least Squares-Structural Equation Modeling* (PLS-SEM), maka diperoleh hasil sebagai berikut:

1. Kepuasan kerja berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* (OCB). Dalam kerangka Teori Pertukaran Sosial (SET), kepuasan kerja yang tinggi mencerminkan terpenuhinya harapan karyawan terhadap organisasi, sehingga karyawan merespons dengan memberikan kontribusi ekstra peran sebagai wujud timbal balik. Temuan penelitian ini sejalan dengan penelitian terdahulu yang dilakukan oleh Haifah dan Noffitria (2024) serta Herminingsih dan

Wartikah (2025) yang menemukan pengaruh positif dan signifikan kepuasan kerja terhadap OCB.

2. Kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasional. Hal ini sejalan dengan perspektif SET yang menegaskan bahwa perlakuan positif dari perusahaan mendorong karyawan untuk membalas melalui peningkatan komitmen dan loyalitas. Hasil penelitian ini mendukung temuan Haque *et al.* (2019) dan Umayatin dan Agustina (2023) yang juga menemukan pengaruh positif dan signifikan kepuasan kerja terhadap komitmen organisasional.
3. Komitmen organisasional berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* (OCB). Dalam perspektif SET, komitmen merupakan langkah lanjutan di mana karyawan yang merasa mendapatkan perlakuan baik dari perusahaan membalasnya melalui perilaku OCB. Hasil ini sejalan dengan penelitian Wahyu dan Suhana (2025) serta Haque *et al.* (2019).
4. Komitmen organisasional memediasi secara parsial pengaruh kepuasan kerja terhadap *Organizational Citizenship Behavior* (OCB). Hasil ini konsisten dengan penelitian Wijaya *et al.* (2024) yang menemukan peran komitmen organisasional sebagai mediator parsial. Namun, hasil ini berbeda dengan temuan Haque *et al.* (2019) yang menemukan peran komitmen organisasional sebagai mediator penuh. Perbedaan ini dapat disebabkan oleh perbedaan konteks industri yang diteliti, di mana sektor ritel memiliki karakteristik pekerjaan yang lebih berorientasi pada

layanan dan interaksi sosial sehingga kepuasan kerja dapat secara langsung memicu OCB tanpa harus melewati komitmen organisasional terlebih dahulu.

Secara keseluruhan, temuan penelitian ini menegaskan bahwa kepuasan kerja merupakan faktor penting yang mendorong terbentuknya perilaku ekstra peran karyawan di sektor ritel Yogyakarta. Kepuasan kerja yang tinggi tidak hanya memicu OCB secara langsung, tetapi juga memperkuat komitmen karyawan terhadap perusahaan yang kemudian semakin mendorong munculnya perilaku OCB. Oleh karena itu, pengelolaan kepuasan kerja dan komitmen organisasional pada karyawan menjadi strategi penting bagi perusahaan ritel dalam membangun SDM yang proaktif dan berkontribusi melampaui peran formalnya.

5.2 Implikasi Manajerial

Berdasarkan temuan penelitian ini, terdapat sejumlah implikasi manajerial yang dapat menjadi masukan dan bahan pertimbangan bagi manajemen perusahaan ritel di Yogyakarta dalam mengatur strategi pengelolaan sumber daya manusia yang efektif. Adapun implikasi manajerial yang direkomendasikan adalah sebagai berikut:

1. Meningkatkan Kepuasan Kerja Karyawan melalui Sistem Pengakuan dan Penghargaan

Hasil penelitian menunjukkan bahwa kepuasan kerja memiliki pengaruh langsung yang signifikan terhadap OCB. Oleh karena itu,

manajemen perusahaan ritel disarankan untuk memperkuat program pengakuan dan penghargaan karyawan yang konsisten. Program ini dapat berupa penghargaan karyawan terbaik setiap bulan, apresiasi publik atas pencapaian karyawan, ataupun sistem poin yang dapat ditukarkan dengan insentif. Langkah ini penting karena kepuasan kerja yang tinggi terbukti mendorong karyawan untuk secara sukarela membantu rekan kerja dan terlibat aktif dalam kegiatan Perusahaan.

2. Memperkuat Komitmen Organisasional melalui Penanaman Nilai dan Budaya Perusahaan

Komitmen organisasional terbukti menjadi mediator parsial yang memperkuat pengaruh kepuasan kerja terhadap OCB. Dengan demikian, manajemen perlu merancang program yang secara aktif memperkuat keterikatan karyawan dengan nilai-nilai dan tujuan perusahaan. Hal ini dapat diwujudkan melalui kegiatan penanaman nilai perusahaan yang mendalam bagi karyawan baru dan sesi komunikasi dua arah antara manajemen dan karyawan. Penanaman rasa memiliki dan keselarasan nilai antara karyawan dan perusahaan akan mendorong karyawan untuk lebih berkomitmen dan menampilkan perilaku ekstra peran yang menguntungkan perusahaan dalam jangka panjang.

3. Menciptakan Lingkungan Kerja yang Supportif dan Kondusif

Kepuasan kerja pada karyawan salah satunya dipengaruhi oleh kualitas kondisi dan hubungan interpersonal di tempat kerja. Perusahaan disarankan untuk secara aktif membangun iklim kerja yang positif.

Upaya ini dapat dilakukan dengan memperlancar komunikasi antara pimpinan dan karyawan, serta menyediakan wadah bagi karyawan untuk menyuarakan pendapat mereka. Lingkungan kerja yang suportif akan meningkatkan kepuasan kerja dan memperkuat komitmen karyawan sehingga OCB dapat tumbuh secara organik dalam keseharian kerja karyawan di Perusahaan.

Melalui berbagai rekomendasi tersebut, diharapkan manajemen perusahaan ritel di Yogyakarta dapat menciptakan ekosistem kerja yang mendukung tumbuhnya kepuasan kerja dan komitmen organisasional karyawan, sehingga perilaku OCB dapat berkembang secara berkelanjutan dan memberikan dampak positif bagi kinerja perusahaan secara keseluruhan.

5.3 Keterbatasan Penelitian

Dalam pelaksanaan penelitian ini, peneliti menyadari adanya sejumlah keterbatasan yang perlu disampaikan demi menjaga objektivitas hasil penelitian dan sebagai landasan perbaikan bagi penelitian di masa mendatang. Adapun keterbatasan penelitian ini adalah sebagai berikut:

1. Ruang Lingkup Penelitian

Penelitian ini hanya dilakukan pada karyawan tetap di sektor ritel yang berlokasi di Daerah Istimewa Yogyakarta, sehingga hasilnya tidak dapat digeneralisasikan secara langsung ke wilayah lain maupun ke sektor industri yang berbeda. Karakteristik tenaga kerja, budaya kerja, dan kondisi pasar ritel di kota atau provinsi lain mungkin berbeda

secara signifikan sehingga dapat menghasilkan temuan yang berbeda pula.

2. Periode Pengumpulan Data

Pengumpulan data dilakukan dalam rentang waktu yang relatif singkat, yaitu antara 16 April 2026 hingga 2 Mei 2026. Dengan demikian, data yang diperoleh hanya mencerminkan kondisi persepsi dan perilaku responden pada periode tersebut. Sikap, tingkat kepuasan, dan komitmen karyawan dapat berubah seiring waktu akibat perubahan kondisi internal maupun eksternal perusahaan, sehingga hasil penelitian mungkin tidak sepenuhnya merepresentasikan dinamika jangka panjang.

3. Metode Pengumpulan Data

Data penelitian dikumpulkan melalui kuesioner daring (*Google Form*) yang diisi secara mandiri oleh responden berdasarkan persepsi diri sendiri (*self-report*). Metode ini berpotensi menimbulkan bias persepsi, di mana responden mungkin cenderung memberikan jawaban yang lebih sosial atau yang dianggap lebih diinginkan secara sosial (*social desirability bias*), sehingga dapat memengaruhi akurasi data yang diperoleh.

4. Jumlah dan Representativitas Sampel

Jumlah responden dalam penelitian ini sebanyak 113 orang dinilai belum sepenuhnya mampu merepresentasikan keseluruhan populasi karyawan di sektor ritel Daerah Istimewa Yogyakarta karena sektor ritel di Yogyakarta termasuk kedalam sektor yang sangat luas. Dengan

jumlah sampel yang relatif terbatas, terdapat kemungkinan bahwa hasil penelitian ini belum mencerminkan variasi karakteristik, kondisi kerja, dan pengalaman seluruh karyawan ritel secara menyeluruh.

Dengan disampaikannya keterbatasan-keterbatasan di atas, diharapkan temuan penelitian ini tetap dapat memberikan kontribusi yang berarti dalam memahami dinamika kepuasan kerja, komitmen organisasional, dan OCB di sektor ritel, sekaligus menjadi landasan bagi pengembangan penelitian selanjutnya yang lebih komprehensif.

5.4 Saran bagi Penelitian Selanjutnya

Berdasarkan keterbatasan yang telah diuraikan, peneliti mengajukan beberapa saran untuk penelitian mendatang agar dapat menghasilkan temuan yang lebih komprehensif dan memberikan kontribusi yang lebih luas bagi pengembangan ilmu manajemen sumber daya manusia. Adapun saran bagi penelitian selanjutnya adalah sebagai berikut:

1. **Memperluas Objek dan Ruang Lingkup Penelitian**

Penelitian selanjutnya disarankan untuk memperluas cakupan wilayah penelitian ke berbagai kota atau provinsi lain di Indonesia, atau bahkan membandingkan temuan antar sektor industri yang berbeda. Hal ini akan memungkinkan generalisasi yang lebih luas.

2. **Memperpanjang Periode Pengumpulan Data**

Penelitian mendatang sebaiknya dilakukan dalam rentang waktu yang lebih panjang atau dengan desain longitudinal. Hal ini akan memungkinkan peneliti menangkap dinamika perubahan kepuasan

kerja, komitmen organisasional, dan OCB karyawan dari waktu ke waktu, sehingga hasil penelitian lebih representatif terhadap kondisi jangka panjang.

3. Menggunakan Pendekatan Campuran

Penelitian selanjutnya dapat menggabungkan metode kuantitatif dan kualitatif (*mixed methods*). Metode kualitatif seperti wawancara mendalam dapat digunakan untuk menggali pemahaman yang lebih kaya mengenai faktor-faktor kontekstual yang memengaruhi kepuasan kerja, komitmen organisasional, dan OCB karyawan di sektor ritel, sekaligus mengurangi potensi bias yang muncul dari metode kuesioner saja.

4. Memperbesar Jumlah Sampel dan Memperluas Cakupan Sampel

Penelitian selanjutnya disarankan untuk menggunakan jumlah sampel yang lebih besar dan representatif, misalnya dengan mengacu pada rumus Lameshow yang merekomendasikan minimal 385 responden untuk populasi yang tidak diketahui secara pasti. Selain itu, pengambilan sampel sebaiknya dilakukan secara lebih merata dengan menjangkau berbagai jenis dan skala usaha ritel, mulai dari ritel modern berskala besar seperti supermarket dan hypermarket hingga ritel berskala kecil dan menengah.

Adanya saran-saran penelitian ini diharapkan mampu berkontribusi pada pengembangan penelitian yang lebih mendalam dan komprehensif di masa mendatang, khususnya dalam bidang manajemen sumber daya manusia di sektor ritel Indonesia.



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LAMPIRAN

LAMPIRAN 1 KUESIONER DATA RESPONDEN

Pertanyaan Filter	
Apakah Anda karyawan tetap dan sudah bekerja di perusahaan ini selama lebih dari 1 tahun? *	
☐ Ya	
☐ Tidak	

Demografi Responden	
Jenis Kelamin *	
☐ Laki-laki	
☐ Perempuan	
Usia *	
☐ 20-30 tahun	
☐ 31-40 tahun	
☐ 41-50 tahun	
☐ > 50 tahun	
Lama Bekerja *	
☐ 1-2 tahun	
☐ 3-5 tahun	
☐ > 5 tahun	

Pengaruh Kepuasan Kerja terhadap *Organizational Citizenship Behavior* (OCB) dengan Peran Mediasi Komitmen Organisasional pada Karyawan Perusahaan Ritel di Yogyakarta

Yth. Bapak/Ibu/Saudara/i

Selamat Pagi/Siang/Sore/Malam.

Perkenalkan saya Yohana Eryn Hagiastuti, Mahasiswi Fakultas Bisnis dan Ekonomika Universitas Atma Jaya Yogyakarta, saat ini sedang dalam proses penyelesaian Tugas Akhir Skripsi dengan judul:

"Pengaruh Kepuasan Kerja terhadap *Organizational Citizenship Behavior* (OCB) dengan Peran Mediasi Komitmen Organisasional pada Karyawan Perusahaan Ritel di Yogyakarta."

Kuesioner ini disusun sebagai bagian dari pengumpulan data penelitian. Partisipasi Bapak/Ibu/Saudara/i dalam mengisi kuesioner ini sangat penting untuk mendukung kelancaran penelitian saya. Jawaban yang diberikan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan akademik.

Apabila ada pertanyaan, silakan menghubungi:

WhatsApp: 082233561369 (Yohana Eryn)

Atas kesediaan dan bantuan Bapak/Ibu/Saudara/i, saya mengucapkan terima kasih yang sebesar-besarnya.

Salam hangat,

Yohana Eryn Hagiastuti.

LAMPIRAN 2 PERTANYAAN TERKAIT KEPUASAN KERJA

Kepuasan Kerja

Kepuasan kerja merupakan reaksi karyawan dalam menilai pengalaman bekerjanya. Hal ini mencerminkan seberapa jauh perusahaan mampu memenuhi ekspektasi dan kebutuhan pribadi karyawannya, baik secara menyeluruh maupun dalam hal-hal spesifik seperti gaji atau lingkungan kerja.

Petunjuk:
Berikut ini adalah pernyataan tentang pendapat Anda mengenai kepuasan kerja yang Anda rasakan. Pilihlah sejauh mana Anda setuju pada setiap pernyataan dengan skala berikut:
1 = Sangat Tidak Setuju
2 = Tidak Setuju
3 = Netral
4 = Setuju
5 = Sangat Setuju

Secara keseluruhan, saya puas dengan pekerjaan saya. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya akan merekomendasikan pekerjaan ini kepada teman baik saya. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Dengan pengetahuan yang saya miliki sekarang, saya tetap akan memilih pekerjaan saya. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Secara umum, saya akan mengatakan bahwa pekerjaan saya sesuai dengan pekerjaan yang saya harapkan. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

LAMPIRAN 3 PERTANYAAN TERKAIT KOMITMEN ORGANISASIONAL

Komitmen Organisasional	
Komitmen Organisasional merupakan bentuk keterikatan psikologis karyawan terhadap tempat mereka bekerja. Hal ini terlihat dari rasa memiliki yang sama dengan organisasi serta kesediaan mereka untuk terlibat penuh dalam mencapai tujuan organisasi. Petunjuk: Berikut ini adalah pernyataan tentang pendapat mengenai rasa komitmen organisasional yang Anda miliki. Pilihlah sejauh mana Anda setuju pada setiap pernyataan dengan skala berikut: 1 = Sangat Tidak Setuju 2 = Tidak Setuju 3 = Netral 4 = Setuju 5 = Sangat Setuju	Saya menerima hampir semua jenis penugasan pekerjaan untuk tetap bekerja di perusahaan saya. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju Nilai-nilai saya sejalan dengan nilai-nilai perusahaan. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju Saya bangga memberitahu orang lain bahwa saya merupakan bagian dari perusahaan ini. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju Perusahaan saya menginspirasi saya untuk bekerja dengan kinerja tinggi. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju
Saya bersedia mengerahkan upaya terbaik demi keberhasilan perusahaan saya. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju	Saya sangat senang telah memilih perusahaan ini dibandingkan perusahaan lain. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju
Saya mengatakan kepada teman-teman bahwa perusahaan saya adalah tempat kerja yang bagus. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju	Saya benar-benar peduli terhadap masa depan perusahaan saya. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju
	Bagi saya, perusahaan saya merupakan tempat kerja terbaik. * 1 2 3 4 5 Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

LAMPIRAN 4 PERTANYAAN TERKAIT *ORGANIZATIONAL CITIZENSHIP BEHAVIOR*

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) merupakan bentuk perilaku ekstra peran (*extra-role behavior*) yang berkontribusi pada kinerja organisasi dan tidak diatur secara formal dalam deskripsi pekerjaan.

Petunjuk:
Berikut ini adalah pernyataan tentang pendapat mengenai perilaku ekstra-peran (OCB) yang Anda miliki. Pilihlah sejauh mana Anda setuju pada setiap pernyataan dengan skala berikut:
1 = Sangat Tidak Setuju
2 = Tidak Setuju
3 = Netral
4 = Setuju
5 = Sangat Setuju

Saya aktif mengikuti informasi dan perkembangan terbaru tentang perusahaan saya. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya bersedia meluangkan waktu kerja saya untuk membantu rekan kerja. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya berusaha membantu rekan kerja agar dapat beradaptasi dengan lingkungan perusahaan. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya bersedia mengikuti kegiatan di luar kewajiban kerja demi mendukung citra perusahaan. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya memberikan saran inovatif tentang bagaimana meningkatkan kinerja perusahaan. *

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

LAMPIRAN 5 HASIL OUTER LOADING

Outer Loadings

	KEPUASAN KERJA	KOMITMEN ORGANISASIONAL	ORGANIZATION CITIZENSHIP BEHAVIOR
KK2	0,840		
KK3	0,880		
KK4	0,871		
KO1		0,877	
KO2		0,805	
KO3		0,878	
KO4		0,802	
KO5		0,834	
KO6		0,840	
KO7		0,799	
KO8		0,850	
KO9		0,876	
OCB1			0,862
OCB2			0,885
OCB3			0,866
OCB4			0,870
OCB5			0,879
KK1	0,861		

LAMPIRAN 6 HASIL UJI RELIABILITAS

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
KEPUASAN KERJA	0,886	0,887	0,921	0,745
KOMITMEN ORGANISASIONAL	0,948	0,950	0,956	0,707
ORGANIZATION CITIZENSHIP BEHAVIOR	0,921	0,923	0,941	0,761

LAMPIRAN 7 HASIL UJI VALIDITAS DISKRIMINAN

Discriminant Validity

Fornell-Larcker Criterion

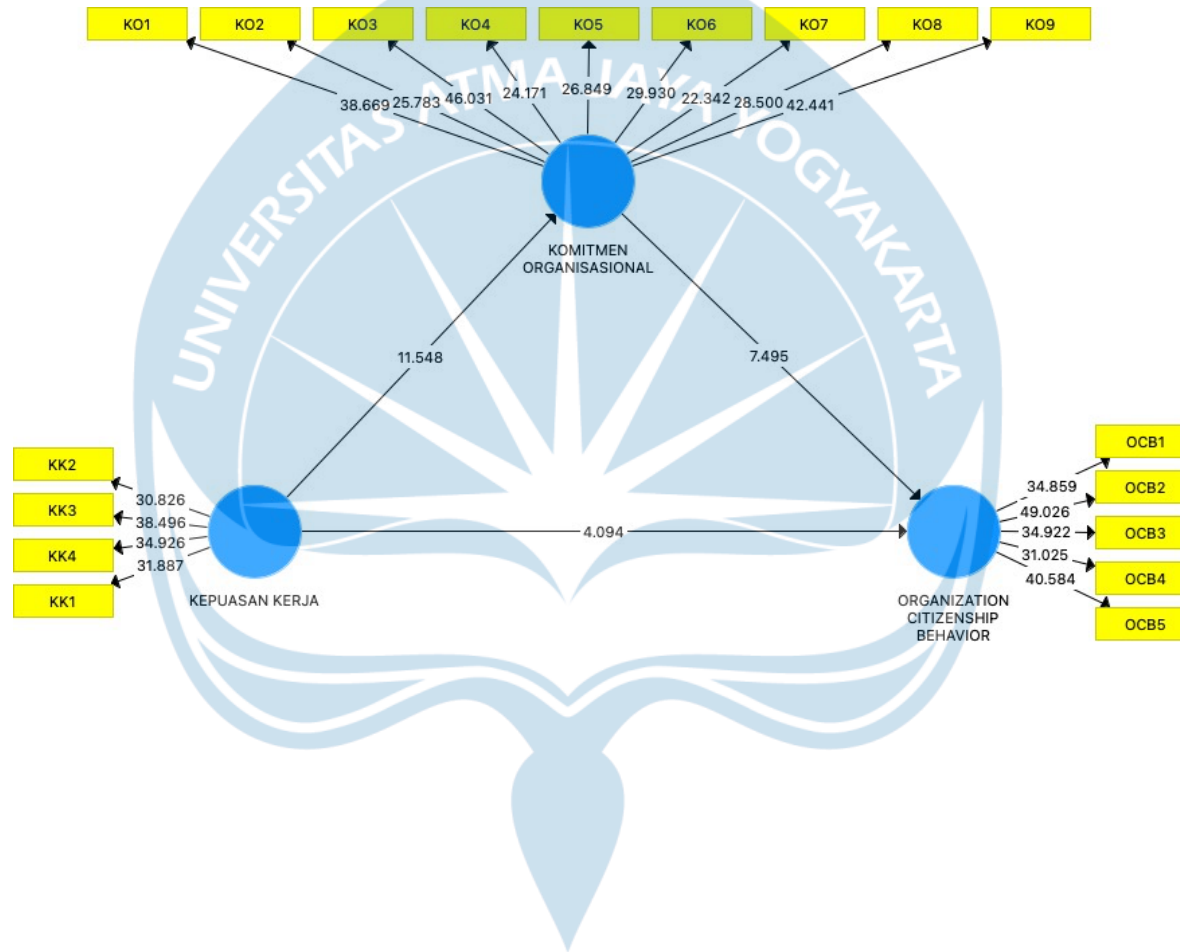
	KEPUASAN KERJA	KOMITMEN ORGANISASIONAL	ORGANIZATION CITIZENSHIP BEHAVIOR
KEPUASAN KERJA	0,863		
KOMITMEN ORGANISASIONAL	0,642	0,841	
ORGANIZATION CITIZENSHIP BEHAVIOR	0,652	0,729	0,872

LAMPIRAN 8 HASIL UJI KOEFISIEN DETERMINASI

R Square

	R Square	R Square Adjusted
KOMITMEN ORGANISASIONAL	0,413	0,407
ORGANIZATION CITIZENSHIP BEHAVIOR	0,588	0,581

LAMPIRAN 9 MODEL PENELITIAN



LAMPIRAN 10 HASIL UJI HIPOTESIS

Final Results

Path Coefficients

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KEPUASAN KERJA → KOMITMEN ORGANISASIONAL	0,642	0,643	0,055	11,718	0,000
KEPUASAN KERJA → ORGANIZATION CITIZENSHIP BEHAVIOR	0,313	0,316	0,076	4,146	0,000
KOMITMEN ORGANISASIONAL → ORGANIZATION CITIZENSHIP BEHAVIOR	0,527	0,527	0,071	7,421	0,000

LAMPIRAN 11 JURNAL ACUAN PENELITIAN

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Job Satisfaction and Citizenship Behavior: A Mediating Effect of Organizational Commitment

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Background and Purpose: Recently, job satisfaction has become a center of attention among academics, behavioral scientists, and business practitioners. Drawing on the tenet of the social exchange theory (SET) perspective and extending the conceptualization of the same, the present study aims at investigating the relationships among job satisfaction, organizational commitment, and citizenship behavior and mediation mechanism to unearth the effect of job satisfaction and organizational commitment on citizenship behavior.

Design/Methodology/Approach: Building on the positivist paradigm, we used quantitative research methodology following deductive reasoning approach. Henceforth, we have collected 210 replies from employees who have been serving Ready-made garments (RMG) sector that accounts for the highest export earning industry (84% of the total export earning) in Bangladesh. We purposively selected Chittagong Export Processing Zone, the largest export processing zone in Bangladesh, for collecting our required data. Data were analyzed using the descriptive statistics, bivariate correlation, and structural equation model (SEM) using Smart PLS 2, a second-generation regression analysis, and SPSS 20.

Results: The structural model estimates that all the direct influences are significant excepting the impact of job satisfaction on citizenship behavior. Besides, the full mediation effect of organizational commitment was found in the relationships between job satisfaction and citizenship behavior.

Conclusion: The main implication is suggesting all corporate executives for creating an environment which will make employees very committed to letting them think out of the box beyond their required formal task requirement. In addition to a longitudinal study, further research on the moderating effect of demographic factors on the above variable is attested.

Keywords: Citizenship Behavior, Job Satisfaction, Organizational Commitment, RMG

1 Introduction

As a part of the broader strand of organizational psychology research, job satisfaction has become a center of focus among academics across discipline (Davia & Legazpe, 2018). The employee seems to be a critical asset, and

therefore, a satisfied employee turns out to be imperative and a vital predictor of a competitive firm (Culibrk, Delić, Mitrović, & Culibrk, 2018). Henceforth, the study on antecedents stimulating job satisfaction at the workplace is more than essentials; however, the consequences of a satisfied employee are not adequately explored (Youssef,

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2017). Recently, employees pro-organizational activities are deemed to be virtually prerequisites for organizational surveillance, which is mostly because of the employees' job satisfaction (Uddin, Rahman, & Howladar, 2014; Yen & Teng, 2013) and inseparable emotional commitment (Uddin, Mahmood, & Fan, 2019). In this age of acute perfection, a strategic manager wants their employees to work not only within their boundary but also proactively out of their boxes (citizenship behavior) for up-bringing the organization through a cutting-edge advantage. Working beyond required duties brings devastating effect on an organization (Robinson & Bennett, 1995) and working proactively for bringing organizational competitiveness to the organization (Yen & Teng, 2013).

An organization needs positively deviant employees who contribute to the wellbeing of the organism. In this regard, it is the organizational imperative to develop supportive working environments for building a very engaged (committed) and well-performing teams. Job satisfaction, a positive emotional state about the job, is an antecedent of citizenship behavior and commitment (Lambert, Oureshi, Frank, Klahm, & Smith, 2018; Uddin et al., 2019). It is the positive evaluation of different aspects of a job by the employee (Mihaela, 2014; Yilmaz, Çelebi, & Çakmak, 2014). Studies reported that a satisfied employee tends to be committed towards the organization (Lambert et al., 2018), which leads to their engagement in the citizenship behavior (Culibrk et al., 2018).

Employees' job satisfaction in the Ready-Made Garment (RMG) industry seems to be a critical antecedent for building up the organizational commitment, and citizenship behavior (Belwalkar, Vohra, & Pandey, 2018). Job satisfaction in RMG is deemed to be very vital as the prodigious growth in the RMG industry of Bangladesh has been turned it into the second-largest exporting country in the world after China (Alam, Azim, & Alias, 2017; Muhammad, 2015; Wadud, Huda, & Ahmed, 2014). Notably, RMG alone earns approximately more than 84 percent of the total export (Islam, 2017; Shadat, Rahman, Rahman, & Hawlader, 2016) and employs more than 4 million employees (Ahmed, Hasanuzzaman, Chowdhury, Shaikh, & Munir, 2018; Bakht & Hossain, 2017; Rahman & Siddiqui, 2015; Wadud & Huda, 2017) along with nearly \$30b export earning in FY18, from this sector (WTO, 2018).

Globally, numerous studies were documented conceiving of job satisfaction as an outcome variable of many antecedents (Lambert et al., 2018; Liu & Lo, 2018; Manish, Hemang, Ashish, & Sandeep, 2018; Smith, 2018; Stoermer, Haslberger, Froese, & Kraeh, 2018). Surprisingly, the influence of job satisfaction as a predictor variable of citizenship behavior is not adequately examined (Nguni, Sleepers, & Denessen, 2007). In an Indonesian study by Claudia (2018) attested on the essence of job satisfaction that investigates how job satisfaction turns employees commitment to citizenship behavior through their spiral effect. Since employees' citizenship behavior benefits or-

ganization's well-being through the facilitation of shared benefits and pro-organizational tasks role, following the tenet of the social exchange theory (SET), i.e., Blau (1964), a dissatisfied employee do petite pro-organizational and cognitive mode or evaluation of job satisfaction influences the frequency of citizenship behaviors (Williams & Anderson, 1991). Whereas Claudia (2018) reported that job satisfaction navigates commitment toward citizenship behavior, Ababneh and Hackett (2019) unlikely posited that both job satisfaction and employee commitment directly explain citizenship behavior. The following research questions developed:

RQ 1: Does job satisfaction influence citizenship behavior?

RQ 2: Does job satisfaction exhibit spiral effect on citizenship behavior via commitment?

The present study contributes by advancing the existing knowledge in a numerous way. First, there is a growing debate on the role of job satisfaction as it is studied both like the outcome and antecedents to organizational commitment, and citizenship behavior (Nguni et al., 2007). The present study will unearth the role of job satisfaction with organizational commitment and citizenship behavior. Second, the existing literature is loaded with the reviews on job satisfaction as an outcome variable; however, we incline to gauge its impact on an endogenous variable. Third, there are few studies noted on job satisfaction in only banking (Islam, Mohajan, & Datta, 2011; Rahaman, 2012) and educational sector (Jahangir, Akber, & Begum, 2006). Surprisingly, no studies yet documented in ready-made garments industries. Finally, the present study tested a mediated mediation effect, which is not tested elsewhere in the world. In this vein, we investigate if there is an indirect effect of organizational commitment on job satisfaction and positive deviance relationships.

2 Literature Review

2.1 Job Satisfaction

Job satisfaction is a positive or pleasurable state of feelings of an employee's job experiences. Locke (1976, p. 1300) defined job satisfaction as "a pleasurable or positive emotional state resulting from the self-appraisal of one's job or job experiences." He also reiterated the common factors of job satisfaction that included "work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management" (p. 1302). Social exchange theory assumes that an organization needs to boost up a sharing environment among employees, organization, management, and other concerns (Topa, Guglielmi, & Depolo, 2014). The higher social exchange ensures

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stronger employees' contribution and commitment, which results in better individual and team performance. The stronger relationship between job satisfaction and employees' loyalty (Čulibrk et al., 2018; Mihaela, 2014; Peng, 2014) makes the workforce happier and more productive (Edwards et al., 2008). When employees notice that their perceived organizational support gets attention, Aslan, Shaukat, Ahmed, Shah, and Mahfar (2014) found their (employees) reciprocal consequent positive outcomes in the form of commitment, satisfaction and citizenship behaviors have been improved (Ababneh & Hackett, 2019; Lambert et al., 2018).

2.2 Organizational Commitment

Organizational commitment is a kind of passion of an employee for being identified with the organization. Meyer and Allen (1991) narrated it as a psychological association between an organization and its employees in which the former is less likely to leave. It has been narrowed down into affective, continuance, and normative commitment. Affective commitment is the passionately involved with organization and employee is least likely to leave, continuance commitment is to weigh stay or leave and finally choose to stay, and ultimately normative commitment is the kind moral or ethical obligation from employees sides to stay (Veličković et al., 2014). Thus, it is a psychological connection of an employee with the organization to stay and being identified with the organization where he/she works.

2.3 Citizenship Behavior

Although deviant behavior brings untold sufferings to the organization, there are some exceptions to it. Some deviances, for example, positive deviances (Spreitzer & Sonenshein, 2004), constructive (Vadera, Pratt, & Mishra, 2013), pro-social behavior (Carlo et al., 2014), extra-role behavior (Katz & Kahn, 1978) brings positive repercussion to an organization. Citizenship behaviors like innovative behavior, whistleblowing, noncompliance with dysfunctional directives, and criticizing incompetent superiors. Organizational citizenship behavior is a kind of voluntary action by the employees to enhance and improve the organizational performance which is not required by their formal job requirements. Presently, organizations are facing enormous pressures from many corners and employees who can think proactively and contribute out of the box are critically demanded (Murphy, Athanasou, & King, 2002).

3 Development of Hypothesis

Yen and Teng (2013, p. 401) said that "in today's struggling global economy, it is not enough for employees to merely do their jobs. Many businesses expect organizational members not only to complete their required duties but also proactively assist their colleagues." The citizenship behavior is crucial to the survival of an organization, and furthermore, it leads to the active and effective functioning of an organization (Murphy et al., 2002). Previous studies found how job satisfaction contributes to the citizenship behavior (Foote & Tang, 2008; Nadiri & Tanova, 2010; Paillé, Bourdeau, & Galois, 2010; Zhang & Cun, 2012). Social exchange theory over economic exchange theory interprets that only a satisfied employee being experience with organizational support is intended to do more than what an individual is expected. So, it can be hypothesized that job satisfaction leads to citizenship behavior. The hypothesis is given below:

H1: Job satisfaction has a direct influence on organizational citizenship behavior.

Employees backed by job satisfaction likely to contribute to organizational well-being. Job satisfaction is considered as the antecedents to organizational commitment (De Gieter, Hofmans, & Pepermans, 2011; Hayati & Caniogo, 2012; Namasivayam & Zhao, 2007; Yucel & Bektaş, 2012). Aslan et al. (2014) report that satisfied employees are always motivated and committed to the organization. Job satisfaction influences organizational commitment. There are many studies which noted that job satisfaction and organizational commitment are reciprocally and positively correlated (Wu & Norman, 2006). Golden and Veiga (2008) opine that employees with highly committed are likely to be identified with their organization and tend to contribute to organizational performance. Positive organizational behavior produces satisfied and committed employees for achieving team as well as organizational outcomes (West, Patera, & Carsten, 2009). Yeh (2014) find that job satisfaction and organizational commitment lead an employee to be more loyal and well-performing. Some research shows that satisfied employees being committed to aligning themselves with the group and broad organizational goals. There is an anecdotal belief that job satisfaction is related to regulatory outcome (Politis John, 2006); however, job satisfaction contributes to the enhancement of commitment and ends up with improved performance. Now, a hypothesis can be formed in this regard:

H2: Job satisfaction has a substantial influence on organizational commitment.

Social exchange theory reports that committed employees undergo greater interest to serve the organization more than they are ought to (Fan, Mahmood, & Uddin, 2019). Kim and Brymer (2011) documented that a high commit-

ment of employees encourages to do a more extra-role performance that, in turns, leads to engage in pro-social behavior. There is evidence that when employees are treated well, they feel the compulsion to reciprocate by helping the organization and well-being (Van Dyne, Graham, & Dienesch, 1994). On the other hand, if the employees do not trust the organization, organizational commitment does not grow much among them which demotivates them to decline their citizenship behavior (Mamman, Kamoche, & Bakuwa, 2012). Study of Ng and Feldman (2011) also reported that committed employees like to go an extra mile and do beyond they are expected to do, such as helping their coworkers. Therefore, organizational commitment can be ended up in increased citizenship behavior (Uddin et al., 2019). The third hypothesis is designed hereafter.

H3: There is a direct influence of organizational commitment on organizational citizenship behavior.

Following the essence of the SET, it is stated that employees with the satisfaction from the job experiences more organizational commitment which obligates to serve the organization more than they are ought to (Blau, 1964; Homans, 1958). Accordingly, employees who are treated well by the organization will feel a moral obligation reciprocate for the wellbeing of the organization (Dyne & Ang, 1998). Study of Ng and Feldman (2011) also reported that committed employees, which is derived from job satisfaction like to go the extra mile and do beyond they are expected to do. Henceforth, it can be hypothesized that job satisfaction would have influenced the employees' citizenship behavior through indirectly impacting organizational commitment.

H4: OC mediates the association between organizational job satisfaction and citizenship behavior.

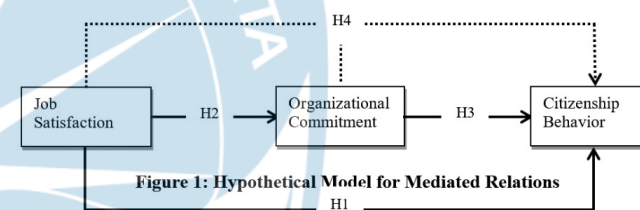


Figure 1: Hypothetical Model for Mediated Relations

4 Research Methods

4.1 Participants and Data Collection Procedure

The present study conducted among the executives of the RMG sector, which is the most significant contributor to the economy of Bangladesh. Accordingly, the population of the study is the executives working at various departments in RMG. We purposively selected RMG manufacturing firms as a sample from Chittagong Export Processing Zone, which is the largest export processing zone in the commercial capital, Chattogram-financial hub of Bangladesh (Azim, Fan, Uddin, Jilani, & Begum, 2019).

We collected 221 responses, and 205 from them have

been used in this research. Around 210 (73.66%) usable responses were received out of 300 informants. Survey instruments were administered to respondents' end through a personal visit and electronic mail. Convenience sampling method has been used, and the respondents were briefed about their approaches to respond to the survey. Smart PLS-2 and IBM SPSS version-20 were used to execute the results. Table 1 exhibits the demographic profile of the respondents according to the variables of gender, marital status, age, educational records, and tenure. Table 1 displays the demographic information of the respondents.

Table 2: Items building types of innovations

Variables	Aspects	Frequencies	Percentage
Gender	Male	155	76
	Female	50	24
Marital Status	Married	132	65
	Single	73	35
Education	Bachelor	37	18
	Master	153	75
	Others	15	7
Tenure	Above 1 year	23	11
	Above 5 years	93	45
	Above 10 years	75	37
	Above 15 years	14	7
Age	Above 20 years	17	8
	Above 25 years	79	46
	Above 30 years	73	36
	Above 35 years	21	10

4.2 Measurement Tools

We have collected three measurement tools from prior studies (Appendix 1). Job satisfaction is measured by Quinn and Mangione (1973), citizenship behavior by Ritz, Giaque, Varone, and Anderfuhren-Biget (2014), and organizational commitment by Mowday, Steers, and Porter (1979).

4.2.1 Job Satisfaction

Respondents were asked to respond against each item on a 5-point Likert scale (1 = strongly agree..... 5 = strongly disagree). A sample item for this scale was: "All in all, I am satisfied with my job."

4.2.2 Organizational Commitment

We have used 9-item to represent the organizational commitment, and each of the informants was asked to rate each item on a 5-point Likert scale (1 = strongly agree..... 5 = strongly disagree). A sample item for this scale was: "I talk to my friends that this organization is a great place to work."

4.2.3 Organizational Citizenship Behavior

5-item OCB construct was used and each respondent was asked to select each item on a 5-point Likert scale (1 = strongly agree..... 5 = strongly disagree). A sample item for this scale was: "I try hard to help others so they can become integrated with my organization."

5 Evaluation of the Model

The study used partial least square based structural equation modeling (PLS-SEM) in place of simple regression-based analysis. The merit of this analytic technique demonstrates an integrated model which delineates the robustness and accuracy of the estimates (Fan et al., 2019; Mahmood, Uddin, & Luo, 2019). The supremacy of the PLS-SEM lies in measuring the influence of endogenous variables on exogenous variables, and also the precise detection of measurement errors (Dediu, Leka, & Jain, 2018). SmartPLS2 is used to test both the measurement model and the structural model (Hair Jr, Hult, Ringle, & Sarstedt, 2014).

Table 2: Reliabilities and Validities of the Measurement Tools

Variables	1	2	3	CR	AVE
1. Job satisfaction	0.795			0.831	0.632
2. Organizational commitment	0.700	0.773		0.789	0.598
3. Citizenship behavior	0.534	0.572	0.853	0.832	0.727

CR, Composite Reliability and AVE, Average Variance Extracted.

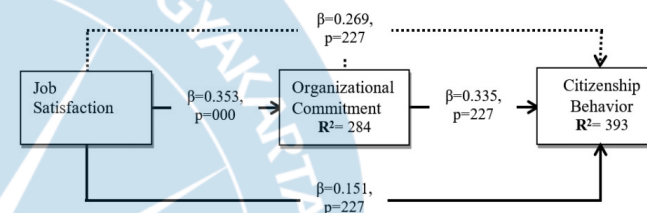


Figure 2: Path estimates in a structural model

5.1 Measurement model

We have tested both the validity and reliability measures. For reliability issue, composite reliability (CR) test has been performed (Alam & Uddin, 2019; Howladar, Rahman, & Uddin, 2018). For the authenticity of the validity issues, both the convergent and discriminant validities were advocated (Azim et al., 2019; Ringle, Wende, & Will, 2005). Table 2 demonstrated that the constructs are reliable and validity is candidly reflected that all constructs pass through both validity tests. It is observed that the minimum average variance extracted (AVE=0.598), and CR (0.789) are above the threshold value of 0.500 and 0.700 respectively (Hair Jr., Hult, Ringle, & Sarstedt, 2014; Saunders, Lewis, & Thornhill, 2009). Thus, these measurement tools' convergent validity is guaranteed. For testing the discriminant validity, we scrutinized the square root of AVE of each observed variables against their corresponding variables' correlation scores. The diagonal value, in table 2, representing the correlation between the same measures in the correlation matrix table is higher than the relationship with other variables. Hence, all the measuring tools are discriminately valid as well (Ringle, Da Silva, & Bido, 2014). Moreover, the loading of each item is checked (Appendix 1) and the minimum loading of any item is 0.712, which is above the threshold level (Das, Biswas, Jilani, & Uddin, 2019; Ringle et al., 2014; Yi, Uddin, Das, Mahmood, & Sohel, 2019).

5.2 Structural model

We tested the structured model from multiple perspectives to ensure global fitness (Fan et al., 2019; Mahmood et al., 2019; Uddin et al., 2019). Apart from just estimating path estimates (β) and their significance levels, we also assessed the coefficient of determination (R²), and the goodness of fit (GFI) which is advocated by Wetzels, Odekerken-Schröder, and Van Oppen (2009). Bootstrapping 5000 sample cases were used to generate the hypothesis estimates. Figure 2 exhibited that the minimum strength of the influence (β>0.151) and overall predictive value (R²) of the entire model are above the threshold limit (more than 0.26 effect size is substantial) (Cohen, 1977, 1988) excepting the direct path (job satisfaction → citizenship behavior) fixes at 0.151 due to the mediated mediation effect of organizational commitment.

Finally, the study estimated the GoF, which is the square root of the average communality times average R². In line with the study of Tenenhaus, Vinzi, Chatelin, and Lauro (2005), the estimates reported in Equation (1) demonstrated that the GoF value is 0.470. Cohen (1977, 1988) exhibited the GoF value above 0.36 is substantial on the condition that minimum communality must be above 0.50 (Fornell & Larcker, 1981). The present study observes that minimum communality is 0.598 and reported GoF 0.47, which is substantial for a given study (Cohen, 1977, 1988).

6 Results

$$GoF = \sqrt{\text{Average communality} \times \text{average } R^2} \dots \dots \dots \text{Equation (1)}$$

$$GoF = \sqrt{0.652 \times 0.339}$$

$$GoF = 0.470$$

The study divided the findings into unmediated and mediated analysis in a structured model. Table 3 exhibited that the direct effects of exogenous variables on endogenous variables. In H1, it is observed that the influence ($\beta=0.151$, $p<0.227$) of job satisfaction on citizenship behavior is insignificant. Thus H1 is not supported. The result is not consistent with the previous empirical findings globally (Paillé et al., 2010; Van Dyne et al., 1994). In H2, it is hypothesized that job satisfaction has a significant influence on organizational commitment. The result reported that the effect size ($\beta=0.353$, $p<0.000$) of job satisfaction on organizational commitment is substantial. Thus, H2 is supported. Studies of Yucel and Bektas (2012), Kim and Brymer (2011), and Lambert et al. (2018) also observed that job satisfaction has a marked influence on organizational commitment. Finally, in H3, we have hypothesized that organizational commitment impacts citizenship behavior. The estimates ($\beta=0.335$, $p>0.000$) demonstrated that organizational commitment is also significant. Hence, this hypothesis is also supported. This result is also found consistent with the prior results (Mamman et al., 2012; Ng

& Feldman, 2011).

In H4, it is hypothesized that organizational commitment mediates the association between job satisfaction and organizational citizenship behavior. To estimate the mediation effect, we have measured the direct impact before mediation and after mediation. According to Hayes (2013) and Baron and Kenny (1986), to have full mediation effect, a significant direct path (c) before adding the mediator variables must be insignificant (c') after adding the mediator variables. Table-4 highlighted that direct effect (c) before running the mediator variable was significant ($\beta=0.532$, $p>0.000$). However, immediate effect (c') after adding mediator variable becomes insignificant ($\beta=0.151$, $p>0.227$). Thus, there is a full mediation effect of organizational commitment on the relationship between job satisfaction and citizenship behavior. The result is also found consistent with the outcome of Uddin et al. (2019).

Table 3: Estimates on direct effects in an unmediated model

Hypothesis	Path Relations	Estimate	Critical Ratio	p.Value	Result
H1	JS → CB	0.151	1.212	0.227	Not supported
H2	JS → OC	0.353	6.435	***	Supported
H3	OC → CB	0.335	4.224	***	Supported

JS. Job satisfaction, CB. Citizenship behavior, OC. Organizational Commitment.

Table 4: Mediating effect of organizational commitment

Hypothesis	Path	Mediator	Direct Effect	Indirect Effect	Total Effect	Comments	t-value (p-value)
H4	JS → CB(c)	OC	0.532		0.269	Full Mediation	7.493 (p<0.000)
	JS → OC (a)			0.353			6.435 (p<0.000)
	OC → CB (b)			0.335			4.224 (p<0.000)
	JS → CB (c')		0.151	0.118			1.212 (p<0.227)

JS. Job satisfaction, CB. Citizenship behavior, OC. Organizational Commitment, Indirect effect. a times b, and Total effect = direct effect + indirect effect.

7 Discussion

The study aimed to examine the impact of job satisfaction on organizational commitment and citizenship behavior in the RMG industries in Bangladesh. Additionally, it also investigated the indirect influence of job satisfaction, via organizational commitment, on citizenship behavior. Henceforth, the present integrated hypothetical model test four different hypotheses basing on the conceptualization of SET. The usage of a correlation matrix, PLS-SEM, and mediation effect analyses were purported to find out the testimonies of the accurate gauging. Correlation matrix showed that all the observed variables are correlated with each other which is found consistent with the global findings at different contexts (Claudia, 2018; Jahangir et al., 2006; Kim & Brymer, 2011; Nguni et al., 2007; Williams & Anderson, 1991).

Despite the fact that job satisfaction is a pressing vaccine to engage employees' organizational commitment toward citizenship behavior, the influence of it-job satisfaction-on citizenship behavior is not significantly aligned. Thus, the H1-the impact of job satisfaction on citizenship behavior-is not supported. Unlike the previous findings of (Jahangir et al., 2006; Kim & Brymer, 2011; Nguni et al., 2007), our conclusion is also supported by the results of Claudia (2018); Williams and Anderson (1991). These findings of the present study are consistent with the prior results because of the presence of the mediator variable-organizational commitment. H2 proposed a significant direct effect of job satisfaction on organizational commitment. The studied result also demonstrated the significant positive impact signifying that the proposed hypothesis is supported. In line with the conceptualization of SET, it posits that job satisfaction facilitates employees' commitment toward their organization. The result is also found consistent with prior studies in other settings (Čulibrk et al., 2018; Lambert et al., 2018).

Furthermore, it is hypothesized, in H3, that organizational commitment stimulates employees' participation in voluntary citizenship behavior. Empirical result invigorates the previous empirical findings to the fact that organizational commitment has a significant influence on citizenship behavior. Thus, H3 is also supported. We observed the similar results of the impact of organizational commitment on citizenship behavior since the organizational commitment of employees drives them to escalate the firm values and image through taking participation in pro-organizational activities. The findings of Afsar, Shahjehan, Cheema, and Javed (2018), Lee, Woo, and Kim (2018), Uddin et al. (2019), and Howladar (2017) showed the similar estimates on this proposed hypothesis.

Finally, the indirect of organizational commitment is postulated as such organizational commitment mediates the impact of job satisfaction on citizenship behavior. The estimates on the mediation effect accentuate that the indi-

rect effect is significant. However, the previous considerable influence or direct impact (before using the mediating variable) turns into negative after the usage of the mediating variable (organizational commitment). It strengthens the understanding that organizational commitment fully mediates the association between job satisfaction and citizenship behavior (Claudia, 2018). The rationale behind the significant indirect influence can be reckoned in a way that job satisfaction of an employee inclines to enhance organizational commitment which results in citizenship behavior (Claudia, 2018; Jahangir et al., 2006; Nguni et al., 2007). Similarly, the underpinning SET underscores that a perceived positive, rewarding environment escalates one obligation to reciprocate to benefactors. Using the lenses of empirical investigation and theoretical significance, H4 is also supported.

8 Conclusion

8.1 Strengths and contributions of the study

The study contributes to advance knowledge in various ways. Ideally, it postulates that the organization must try its level best to lift the employees' job satisfaction level to improve their organizational commitment level, which will augment their engagement in citizenship behavior. The integrated structural model sheds light on the usage of the three observed variables in a comprehensive way rather than using solitarily. Unlike the study of Williams and Anderson (1991), our study declares premium on using the three variables, i.e., job satisfaction, organizational commitment, and citizenship behavior, in a mediated relationship where job satisfaction indirectly stimulates employees' to actively participate in citizenship behavior through improving their organizational commitment. Following the rationale drawn from the study Homans (1958) and Blau (1964) regarding SET, it is lucid enough to candidly saying that organization's positive initiative instigating employees' job satisfaction will result in driving organizational commitment toward pro-organizational proactivity. The dearth of the literature on the variables above in Bangladesh setting guarantees the novelty of the present study because the newly estimated result in other settings/context will validate and generalize the previous findings (Manish et al., 2018). Finally, the study also fills the vacuum of scientific observations of the cause and effect relationship among job satisfaction, organizational commitment, and citizenship behavior in a very burgeoning industry-RMG.

8.2 Managerial Implications

Several managerial implications can be framed from this empirical study. Although disastrous movements by the RMG employees is substantially frequent since the inauguration of RMG industries in Bangladesh, minimal effort has been paid to unearth the critical reasons from employees' perspective. Notably, no endeavor has been evident yet that soars up employees' commitment and job satisfaction leading toward citizenship behavior. The present study demonstrates the influence of job satisfaction and commitment, directly and indirectly, contributes to a pro-organizational attitude among the employees. Thus, the manager must expose to take more initiative to redefine the working environment that builds and develops a lasting positive impression among the employees. Unlike the findings in dissimilar contexts, (Claudia, 2018; Jahangir et al., 2006; Nguni et al., 2007; Williams & Anderson, 1991), the present finding corroborate with the prior results to the fact that organizations must display requisite assistance and persistence on employees' endeavor to foster their citizenship initiative.

8.3 Limitations and future directions

The study attempts to draw the direct effects of job satisfaction and organizational commitment on organizational citizenship behavior, and also the indirect impact (mediating) of organizational commitment on the association between job satisfaction and organizational citizenship behavior. Although all the hypotheses are supported in this study, it is subject to several limitations which indirectly demonstrate the directions for future research. The generalizability of result might be achieved if we could replace the convenience sampling with the random sampling method. The sample size poses a significant limitation. A large sample size (>205) might yield more representation findings. To facilitate the causality of the results, longitudinal data over cross-sectional data is preferred. Further research on the relationships among employee engagement, organizational commitment, and citizenship behavior moderated by demographic factors is advised. The very burgeoning constraint of this study is the ignorance of the moderating variables affecting those observed relationships. Hence, future researchers are recommended to incorporate the impact of intervening effects on the aforesaid relationships.

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Zadovoljstvo z delovnim mestom in organizacijsko vedenje državljanov: posredniški vpliv organizacijske zaveze

Ozadje in namen: V zadnjem času je zadovoljstvo z delovnim mestom pritegnilo vse več pozornosti akademikov, vedenjskih znanstvenikov in strokovnjakov za management. Cilj naše študije je ob upoštevanju načela teorije socialne izmenjave (Social Exchange Theory - SET) in razširitev konceptualizacije le-te, raziskati razmerja med zadovoljstvom z delovnim mestom, organizacijsko zavzetostjo in državljanskim vedenjem ter mehanizmom posredovanja, da bi ugotovili učinek zadovoljstva z delovnim mestom in organizacijske zavezanosti na vedenje državljanov. **Zasnova / metodologija / pristop:** Na podlagi pozitivistične paradigme smo uporabili kvantitativno metodologijo raziskovanja in deduktivno sklepanje. Zbrali smo 210 odgovorov zaposlenih v sektorju konfekcijskih oblačil, ki je najmočnejša industrijska veja v Bangladešu in predstavlja kar 84% celotnega izvoza države. Namenoma smo izbrali območje Chittagong, največje območje za izvozno obdelavo v Bangladešu. Podatki so bili analizirani z uporabo opisne statistike, bivariatne korelacije in modela strukturne enačbe (SEM) z uporabo Smart PLS 2, regresijske analize druge generacije in SPSS 20.

Rezultati: Strukturni model je pokazal, da so vsi neposredni vplivi pomembni, razen vpliva zadovoljstva s službo na vedenje državljanstva. Poleg tega je bil celoten mediacijski učinek organizacijske zavzetosti ugotovljen v razmerjih med zadovoljstvom z delom in vedenjem državljanov.

Zaključki: Predlagamo vodjem podjetij, managerjem, da ustvarijo okolje, da se bodo zaposleni čutili povezane, da lahko razmišljajo tudi zunaj svojih potrebnih formalnih zahtev njihovega dela. Predlagamo, da se izvede longitudinalne študije in nadalje razišče vplivu demografskih dejavnikov na omenjeno spremenljivko.

Ključne besede: vedenje državljanstva, zadovoljstvo delovnih mest, organizacijska zavzetost

Appendix: Survey Measures for the Study

Sources	Measurement items	Loadings
Job satisfaction (Quinn & Mangione, 1973)	All in all, I am satisfied with my job	0.750
	If a good friend was interested in working in a job like mine, I would recommend that job	0.841
	Knowing what I know now about my job, if I had to do it over again, I would still have pursued that job	0.752
	In general, I would say that my job measured up to the sort of job I have wanted when I took it	0.837
Citizenship behavior Ritz et al. (2014)	I adapt my time schedule to help other co-workers	0.841
	I try hard to help others so they can become integrated into my organization	0.886
	I read and keep up actively with developments of my organization	0.883
	I attend functions that are not required but help the company image	0.857
Organizational commitment Yang and Choi (2009)	I make innovative suggestions on how to improve the functioning of my organization	0.796
	I am willing to put forth great effort to help the organization succeed	0.802
	I talk to my friends that this organization is a great place to work	0.744
	I accept almost any type of job assignment to stay with the company	0.817
	My values and the organization's values are very similar	0.755
	I am proud to tell others that I am part of this organization	0.789
	My organization inspires me to perform at high levels	0.712
	I am very glad that I chose this organization over others during my joining	0.807
	I really care about the fate of this organization	0.736
	For me, this is the best of all possible organizations for which to work	0.795

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