

The Influence of Organizational Citizenship Behavior on Centralized Social Networks Mediated by Job Satisfaction and Job Involvement at the Industrial Standardization and Service Center in Banda Aceh

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Abstract

A study has been conducted on the influence of Organizational Citizenship Behavior (OCB) on Centralized Social Networks, mediated by Job Satisfaction and Job Involvement at the Industrial Standardization and Service Center in Banda Aceh. The aim of this research is to analyze the effect of OCB on Centralized Social Networks, with Job Satisfaction and Job Involvement acting as mediators. The study employs a quantitative approach using path analysis to examine the causal relationships between variables. The findings indicate that OCB significantly influences Job Satisfaction and Job Involvement. Moreover, Job Satisfaction and Job Involvement serve as mediators in the relationship between OCB and Centralized Social Networks. A strong social network contributes to increased engagement and job satisfaction, ultimately supporting organizational effectiveness. This study provides implications for organizational management in efforts to enhance productivity and workplace collaboration by promoting OCB. By improving job satisfaction and involvement, organizations can build a more solid social network, which contributes to sustainability and operational efficiency.

Keywords: Organizational Citizenship Behavior, Centralized Social Network, Job Satisfaction, and Work Engagement

1. Introduction

In the era of globalization and rapid technological advancements, organizations face increasing pressure to enhance performance and productivity to maintain a competitive edge. Human resources serve as a critical determinant of organizational success, requiring not only technical competence and skills but also behavioral attributes that support work effectiveness. One key factor influencing organizational dynamics is OCB, which encompasses employees' voluntary actions that extend beyond formal job descriptions yet significantly contribute to organizational efficiency and long-term sustainability.

At the Center for Standardization and Industrial Services (BSPJI), which plays a vital role in enhancing industrial quality and services, understanding the dynamics of OCB, job satisfaction, and work engagement is essential. To achieve BSPJI's objectives in the era of globalization and effectively adapt to the demands of a dynamic work environment, fostering employee satisfaction and engagement must be a priority. This can be achieved through comprehensive strategies, including improving workplace facilities to create a more supportive and comfortable environment, such as providing adequate break rooms and well-designed recreational areas.

The data presented offers an overview of customer trends over the past five years. The following table displays the total number of customers, providing a comprehensive representation of public satisfaction levels regarding various aspects of public services surveyed throughout the year.

Table 1. BSPJI Banda Aceh Report (2023)

Years	Number of Customers
2018	401
2019	448
2020	289
2021	414
2022	314
2023	306

Source: Processed data from BSPJI Banda Aceh Report (2023)

As illustrated in table 1, the number of BSPJI Banda Aceh customers fluctuated between 2018 and 2023. The customer base grew from 401 in 2018 to 448 in 2019 before experiencing a sharp decline to 289 in 2020 due to the pandemic. A recovery was observed in 2021, with the number rising to 414, but subsequent declines followed, reaching 314 in 2022 and 306 in 2023. These fluctuations highlight the impact of the pandemic as well as broader economic instability.

OCB can be categorized into several dimensions, including altruism (helping behavior), civic virtue (active participation in the organization), conscientiousness (dedication to tasks), sportsmanship (a positive attitude toward differences and challenges), and courtesy (respecting and maintaining good relationships with colleagues). These behaviors contribute to fostering an inclusive work culture, enhancing team effectiveness, and minimizing conflicts that could hinder productivity. To address challenges in the modern era, organizations must actively promote and appreciate OCB among employees through various strategies, such as cultivating a supportive organizational culture, recognizing voluntary contributions, and fostering a conducive work environment that facilitates professional development and employee well-being. By doing so, OCB not only strengthens organizational performance but also enhances individual job satisfaction and engagement (Greenberg & Baron, 2018).

Based on a preliminary survey of 100 respondents, several variables were assessed, including OCB, job satisfaction, work engagement, and social networks. The average scores recorded were 3.54 for OCB, 3.36 for job satisfaction, 3.71 for work engagement, and 3.71 for social networks. With an average score exceeding 3.41, the overall performance can be considered satisfactory. However, certain indicators received lower average scores, suggesting that respondents perceive inconsistencies in the organization's policies and activities related to work matters.

Job satisfaction and work engagement are two critical internal factors that significantly influence OCB, which encompasses employees' voluntary actions that contribute to organizational effectiveness and sustainability. Job satisfaction reflects employees' positive perceptions of their work, shaped by factors such as workplace relationships, compensation, and work-life balance (Robbins & Judge, 2017). In contrast, work engagement refers to the extent to which employees are emotionally, cognitively, and physically invested in their jobs. Employees who experience high levels of satisfaction and engagement are more likely to be motivated, proactive, and loyal to the organization, increasing their willingness to engage in OCB, such as assisting colleagues and exceeding formal job expectations (Allen & Meyer, 1990).

These two factors also function as mediators in the relationship between OCB and social networks within the organization. Employees who experience high levels of job satisfaction and engagement are more likely to cultivate harmonious working relationships, enhance communication, and foster a collaborative and supportive work environment. Therefore, organizations must implement effective strategies to strengthen job satisfaction and engagement, such as creating a conducive work environment, offering career development opportunities, and recognizing employee contributions. By doing so, organizations can promote OCB, which, in turn, enhances productivity and ensures long-term organizational sustainability (Kilduff & Tsai, 2003).

Social networks within an organization facilitate communication, information exchange, and collaboration among employees. A well-developed social network enhances organizational synergy, accelerates the flow of information, and fosters more harmonious working relationships. Therefore, understanding the influence of OCB on social networks, along with the mediating roles of job satisfaction and work engagement in this relationship, is crucial for effective human resource management (Sparrowe et al., 2001).

This study aims to examine the influence of OCB on social networks within an organization, with job satisfaction and work engagement as mediating variables. The research is conducted at the BSPJI Banda Aceh, an institution dedicated to enhancing industrial quality and services. By analyzing the relationships among these variables, this study seeks to provide valuable insights for organizational management in formulating strategies to foster employee citizenship behavior, strengthen social networks, and enhance job satisfaction and work engagement, ultimately supporting the achievement of organizational objectives.

2. Theoretical Review

2.1. Organizational Citizenship Behavior (OCB)

According to (Nielsen et al., 2009), Organ defined OCB as an extra-role behavior that is not explicitly recognized within the formal work system. The term OCB describes employee actions that reflect their commitment as responsible organizational members. It encompasses discretionary behaviors beyond primary job responsibilities that benefit the organization, particularly by assisting colleagues. Based on various expert definitions, OCB can be understood as voluntary individual behaviors directed toward coworkers that contribute to enhancing organizational effectiveness. In general, organizational behavior theories suggest that excellence is achieved by improving individual performance, which subsequently influences team or workgroup performance and ultimately enhances overall organizational success.

2.2. Job Satisfaction

Job satisfaction plays a vital role in enhancing employees' emotional well-being, productivity, and commitment to the organization. Satisfied employees are more likely to actively contribute, exhibit strong loyalty, and engage in extra-role behaviors that benefit the organization, such as OCB. Job satisfaction is influenced by several factors, including the level of responsibility assigned, the conduciveness of the work environment, interpersonal relationships with colleagues and supervisors, and opportunities for personal and professional growth. As a key indicator of how employees perceive and experience their work, job satisfaction ultimately influences organizational success and long-term sustainability (Robins & Coulter, 2012).

2.3 Work Engagement

Employee work engagement positively influences innovative work behavior, as it reflects a psychological state that fosters creativity and proactiveness in the workplace (Kim & Park, 2017). Highly engaged employees tend to exhibit strong loyalty and solidarity toward the organization, along with a heightened motivation to contribute to achieving organizational goals. They not only approach their tasks with enthusiasm but also actively seek innovative ways to enhance work efficiency and effectiveness. Conversely, employees who experience low motivation and job dissatisfaction often demonstrate lower work engagement, which can result in decreased productivity and limited participation in team dynamics and organizational innovation. Therefore, strengthening work engagement is essential for cultivating a work environment that supports innovation, growth, and long-term organizational sustainability.

2.4. Centralized Social Network

A social network is a distinctive type of network characterized by the presence of ties that connect individuals within a social relationship. These connections, whether direct or indirect, enable individuals to become part of a network, either independently or as members of a group (Agusyanto, 2014). Social relationships serve as channels for interaction, facilitating the exchange of goods, services, and information. Social networks also highlight the interconnectivity among individuals, which strengthens the network itself and provides mutual benefits through the sharing of resources, knowledge, and support.

In an organizational context, a centralized social network can significantly influence the dynamics of workplace relationships. Such networks are often associated with leadership structures and power distribution, where a leader positioned at the center plays a critical role in facilitating communication, coordinating tasks, and shaping employee engagement and job satisfaction.

Moreover, a centralized social network has implications for the development of OCB. Individuals occupying central positions within the network act as key connectors, disseminating organizational norms, encouraging behaviors that go beyond formal job responsibilities, and fostering solidarity and loyalty among employees. However, while a

centralized network can enhance coordination and efficiency, maintaining a balance between centralized and more evenly distributed relationships is essential for ensuring adaptability and resilience in the face of organizational change

3. Research Methods

This study examines all employees of the Banda Aceh Center for Standardization and Industrial Services, totaling 100 individuals, as the research population. Given the relatively small population size, the study employs the census method, allowing for the inclusion of all employees as respondents. This approach ensures comprehensive data collection while meeting the sample size requirements for analysis using SEM to test direct hypotheses (Hair et al., 2016). Additionally, the Sobel test is utilized to assess the mediation effect within the proposed model.

To conduct the analysis, this study utilizes data processing tools based on the collected data. SEM is employed as the primary analytical method, using AMOS software version 23 to examine the relationships between variables.

4. Research Results and Discussion

4.1. Research Results

The results of the data analysis using the SEM approach in AMOS are presented in Figure 2, providing a comprehensive overview of the model.

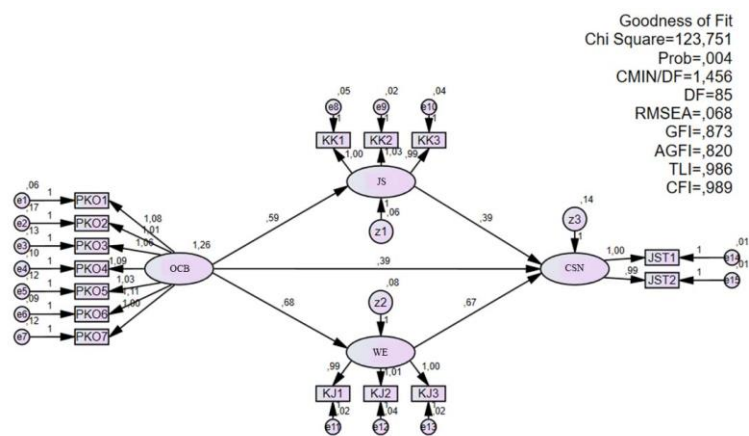


Figure 1. Amos Testing Result

4.2. Hypothesis Testing

To evaluate the significance of the predictive model in structural model testing, the t-statistic value for the relationships between independent and dependent variables can be examined in the Path Coefficient table generated from the SEM AMOS output below.

Table 1. Path Coefficient

Hypothesis	Path	B	S.E	C.R	P
H1	OCB → JS	0.590	0.035	16.901	0.000
H2	OCB → WE	0.684	0.036	18.965	0.000
H3	OCB → CSN	0.395	0.143	2.758	0.006
H4	JS → CSN	0.387	0.181	2.133	0.033
H5	WE → CSN	0.674	0.149	4.507	0.000

Source: Processed Primary Data (2024)

1. Influence of Organizational Citizenship Behavior on Job Satisfaction

OCB has a significant influence, with the data showing a coefficient value of 0.590 and a significance level of 0.000. These findings indicate that higher job satisfaction among employees fosters stronger OCB within the organization. Satisfied employees are more likely to demonstrate positive attitudes and actively contribute to the work environment, which in turn reinforces their affective commitment to the organization. This study underscores the importance of cultivating a supportive work environment to enhance job satisfaction and promote OCB, ultimately contributing to overall organizational productivity and success (Bateman & Organ, 1983).

2. The Influence of Organizational Citizenship Behavior on Work Engagement

The influence of OCB on work engagement demonstrates a positive and significant relationship, with a coefficient value of 0.684 and a significance level of 0.000. This finding suggests that higher levels of OCB within an organization are associated with greater employee work engagement. Strong OCB fosters a supportive work environment, enhances motivation, and strengthens employees' sense of belonging, ultimately encouraging them to contribute more actively toward achieving organizational goals (Fairnandha, 2021).

3. The Influence of Organizational Citizenship Behavior on Centralized Social Networks

The relationship between OCB and centralized social networks is positive and significant, with a coefficient value of 0.395 and a significance level of 0.006. This finding suggests that higher levels of OCB contribute to the development of a more centralized social network within the organization. When employees engage in citizenship behaviors such as offering assistance and support to colleagues they foster stronger and more interconnected relationships, which, in turn, enhance collaboration and communication within teams. Consequently, OCB not only increases individual engagement but also reinforces the organizational social structure, creating a more cohesive and productive work environment (Herminingsih, 2012).

4. The Influence of Job Satisfaction on Centralized Social Networks

The relationship between job satisfaction and centralized social networks is positive and significant, with a coefficient value of 0.387 and a significance level of 0.033. This finding suggests that higher levels of employee job satisfaction contribute to the formation of stronger social networks within the organization. Satisfied employees are more likely to engage in open interactions and collaborative efforts with their colleagues, thereby strengthening social bonds and enhancing team communication. Consequently, job satisfaction not only influences individual performance but also plays a crucial role in fostering a more centralized social network, ultimately creating a more harmonious and productive work environment (Afriyani et al., 2024).

5. The Influence of Work Engagement on Centralized Social Networks

The analysis results indicate a significant positive relationship between centralized social networks and work engagement, with a coefficient value of 0.674 and a significance level of 0.000. This finding suggests that a more centralized social network within an organization is associated with higher levels of employee work engagement. A well-structured social network facilitates efficient communication, strengthens coworker relationships, and enhances access to critical information, thereby motivating employees to actively contribute and feel more connected to the organization's goals. Therefore, fostering a centralized social network can serve as an effective strategy for enhancing work engagement in a professional setting (Liu et al., 2023).

6. Mediation Hypothesis Testing

The mediating effect of OCB on Job Satisfaction through Centralized Social Networks, as well as the influence of OCB on Work Engagement through Centralized Social Networks, can be analyzed as follows:

Table 2. Hypothesis Testing Results Using the Sobel Test

Hypothesis	Path	Sobel Test		Conclusion
		T-stat	P-value	
H6	OCB → JS → CSN	2.121	0.033	Positive Significant
H7	OCB → WE → CSN	4.400	0.000	Positive Significant

Source: Processed Primary Data (2024)

The Sobel test is a statistical method used to examine the significance of an indirect effect through a mediating variable. According to (Preacher & Hayes, 2004), the test follows the criterion that if the absolute z-value exceeds 1.96 or the p-value is less than 0.05, the mediation effect is considered significant. This indicates that the relationship between the independent and dependent variables is not coincidental but occurs through the mediating variable (Sobel, 1982). The results of the Sobel test in this study confirm a significant indirect effect, with a p-value below 0.05, supporting the hypothesis that the mediator plays a crucial role in the relationship (Ghozali, 2018).

Based on the findings, Hypothesis H6 investigates the direct influence of Organizational Citizenship Behavior on Job Satisfaction and its impact on Centralized Social Networks. With a T-statistic value of 2.121 and a p-value of 0.033, the results indicate a significant positive relationship between OCB and JS, which in turn strengthens CSN. Since the p-value is below 0.05, these findings are statistically significant and support the notion that fostering a positive organizational environment enhances job satisfaction, ultimately contributing to stronger social networks.

Hypothesis H7 examines the relationship between OCB and Work Engagement and its subsequent effect on Centralized Social Networks. The results show a T-statistic value of 4.400 and a highly significant p-value of 0.000, indicating a strong positive relationship. The p-value, which is far below 0.05, reinforces the robustness of these findings, suggesting that an increase in OCB not only enhances work engagement but also plays a significant role in strengthening social networks within the organization.

5. Conclusion

5.1 Conclusion

Based on the discussion of the research findings, the following conclusions can be drawn:

1. OCB significantly influences job satisfaction.

An increase in OCB within the workplace directly enhances employee job satisfaction, as employees who engage in positive discretionary behaviors contribute to a more supportive and harmonious work environment.

2. Centralized social networks serve as a key mediator between OCB, job satisfaction, and work engagement. The influence of OCB on job satisfaction is partially facilitated through social interactions among employees, which strengthen workplace relationships and contribute to an overall improvement in job satisfaction.

3. OCB plays a significant role in shaping centralized social networks at the Banda Aceh Center for Standardization and Industrial Services.

Employees who actively engage in OCB contribute to the formation of strong and cohesive workplace relationships, highlighting the importance of fostering a collaborative work culture.

4. Job satisfaction and work engagement serve as crucial mediators in strengthening the relationship between OCB and centralized social networks.

These factors help bridge the gap between employee discretionary behaviors and the development of strong workplace relationships, further reinforcing the role of social networks in organizational success.

5. The combined effect of job satisfaction and work engagement effectively facilitates the relationship between OCB and centralized networks.

This finding underscores the importance of management strategies aimed at enhancing the quality of social interactions within the organization, leading to improved employee experiences and stronger organizational ties.

6. Both enabling and inhibiting factors influence the relationship between OCB, job satisfaction, work engagement, and social networks.

Organizational culture, communication effectiveness, and management support for employee initiatives play a crucial role in either strengthening or limiting these relationships.

7. The null hypothesis (H_0), which states that job satisfaction does not have a significant effect on work engagement, was tested within this study.

The findings provide insights into whether job satisfaction directly influences work engagement or if other factors mediate this relationship.

5.2 Recommendations

Based on the research findings, the following recommendations are proposed to enhance OCB, job satisfaction, work engagement, and social networks within the organization:

1. Develop Training Programs to Strengthen OCB.

Organizations should design and implement training programs that emphasize the importance of OCB. These programs should focus on enhancing employees' understanding of social interactions, collaboration, and voluntary contributions that foster a sense of belonging and commitment to the organization.

2. Identify Key Factors Influencing Employee Satisfaction.

Conduct regular assessments, such as employee satisfaction surveys, to analyze the factors that strengthen or inhibit the relationships between OCB, job satisfaction, work engagement, and social networks. These insights

will enable organizations to develop targeted strategies for improving employee well-being, engagement, and overall productivity.

3. Leverage Job Satisfaction and Work Engagement as Strategic Mediators.
Organizations should implement initiatives that simultaneously enhance job satisfaction and work engagement, ensuring their role as mediators between OCB and centralized social networks. Aligning these efforts with theoretical frameworks will optimize employee performance, strengthen workplace relationships, and contribute to achieving organizational goals.

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