



THE RELATIONSHIP BETWEEN JOB SATISFACTION, MOONLIGHTING INTENTIONS, TURNOVER INTENTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A LITERATURE REVIEW

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Abstract

Research on the complex and multifaceted relationship between job satisfaction, moonlighting intentions, turnover intentions, and organizational citizenship behaviour has been conducted in organizational behaviour. Researchers have investigated various factors contributing to positive organizational citizenship behaviour, job satisfaction, moonlighting, and turnover intentions.

This study aims to examine the interrelationships between Job Satisfaction, Moonlighting Intentions, Turnover Intention, and Organizational Citizenship Behavior and their impact on an organization's success. Organizations can create a positive work environment that fosters employee well-being, engagement, and productivity when they thoroughly understand the complex interplay among these factors. This results in improved outcomes for employees as well as the organization.

The research employs a qualitative methodology, utilizing a literature review that begins with a meticulous selection of relevant topics and keywords to identify appropriate journals and sources. This process is crucial as it guarantees that the information collected is accurate, relevant, and up-to-date. By selecting appropriate topics and keywords, researchers can ensure that they gather the most pertinent and reliable information for their study.

According to the study, there is a negative correlation between job satisfaction and moonlighting intentions among IT professionals. It implies that those who are content with their current job are less inclined to seek additional employment. Additionally, the study revealed that job satisfaction and organizational commitment significantly negatively impact turnover intention. Therefore, organizations can decrease turnover intention by enhancing job satisfaction, organizational commitment, and person-organization fit. Furthermore, the study found that job satisfaction positively and significantly influences organizational citizenship behaviour. Moreover, organizational commitment mediates the relationship between job satisfaction and organizational citizenship behaviour positively and significantly.

Keywords: Job Satisfaction, Moonlighting Intentions, Turnover Intention, Organizational Citizenship Behavior, A Literature Review

INTRODUCTION

Across different countries and cultures, organizational behaviour issues can vary significantly. Communication barriers, cultural differences, leadership styles, work-life balance, and diversity and inclusion are common issues that may arise in international settings. Additionally, job satisfaction can significantly impact both the employee and the organization, leading to high turnover rates, decreased productivity, poor quality of work, a negative work environment, and health issues. To address these issues, businesses that operate on a global scale should invest in cross-cultural training for their

employees, develop policies and practices sensitive to the differences in cultures, and cultivate a culture that values diversity and inclusion. This way, businesses can foster a more cohesive and productive workplace ready to handle business challenges globally.

The field of organizational behaviour has long been interested in understanding the complex relationships between various job-related attitudes and behaviours, including job satisfaction, moonlighting intentions, turnover intention, and organizational citizenship behaviour (OCB). Job satisfaction is a critical factor in employee well-being. It has been linked to many positive outcomes, such as increased job performance, reduced absenteeism, and lower turnover rates. Job satisfaction is a crucial factor influencing an employee's behaviour and attitude towards their job. It is a multidimensional construct encompassing various aspects of an individual's job, including pay, work environment, job security, and opportunities for growth and development. Job satisfaction has been linked to several positive outcomes, such as increased productivity, job performance, and organizational commitment. On the other hand, low job satisfaction can lead to negative outcomes, such as Moonlighting intentions, Turnover intention, Organizational citizenship behaviour (OCB)

Moonlighting intentions refer to an employee's desire to work a second job besides their primary job. Moonlighting can be a way for employees to supplement their income, gain new skills, or pursue their interests. However, it can also lead to negative consequences, such as reduced job performance, increased stress, and conflicts of interest. Turnover intention refers to an employee's intention to leave and seek employment elsewhere. Turnover can be costly for organizations, leading to the loss of valuable employees, increased recruitment and training costs, and reduced productivity. Organizational citizenship behaviour (OCB) refers to discretionary behaviours that are not formally rewarded but contribute to the effective functioning of an organization. OCB can include helping coworkers, volunteering for extra tasks, and following organizational rules and procedures.

The relationship between job satisfaction, moonlighting intentions, turnover intention, and OCB has been the subject of several studies. Understanding these relationships can help organizations develop strategies to improve job satisfaction, reduce turnover, and promote positive behaviours among employees. This literature review aims to explore the existing research on the relationship between job satisfaction, moonlighting intentions, turnover intention, and OCB and provide insights into the current state of knowledge in this area.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a crucial aspect of employee well-being and organizational success. It is a complex construct that encompasses an employee's overall feelings and attitudes towards their job and work environment. Job satisfaction has been extensively studied in organizational psychology, and researchers have identified various factors that can influence an employee's level of job satisfaction.

Understanding job satisfaction is essential for employers and managers who want to create a positive work environment and retain their employees.

Job satisfaction refers to an employee's overall positive or negative feelings about their job and work environment (Spector, 1997). It is the extent to which an employee is content with their job, including the work itself, pay, benefits, and work environment (Judge et al., 2001). Additionally, job satisfaction is the degree to which an employee feels positively or negatively about their job and work environment, including factors such as pay, benefits, and relationships with coworkers (Locke, 1976), and it is the employee's overall affective response to their job, which can be influenced by a variety of factors such as job characteristics, pay, and relationships with coworkers (Weiss, 2002). Finally, job satisfaction is the employee's overall positive or negative evaluation of their job and work environment, which can be influenced by job characteristics, pay, and relationships with coworkers (Judge & Church, 2000).

In conclusion, job satisfaction is a complex construct encompassing an employee's overall positive or negative feelings, contentment, degree of positivity or negativity, and evaluation of their job and work environment. It is influenced by various factors such as job characteristics, pay, benefits, relationships with coworkers, and work environment. The different definitions of job satisfaction provided by Spector, Judge, Thoresen, Bono, Patton, Locke, Weiss, Judge, and Church highlight the multidimensional nature of job satisfaction and the need for organizations to consider various factors to enhance employee satisfaction and retention.

Moonlighting Intentions

The modern workforce is changing, and employees are seeking new ways to supplement their income and achieve their career goals. One trend that has emerged in recent years is moonlighting, which refers to an employee's desire to engage in secondary employment in addition to their primary job. Various factors can drive it, including financial need, career advancement, and job dissatisfaction. In this paragraph, we will explore the concept of moonlighting intentions and the various factors that can influence an employee's decision to pursue additional work opportunities.

Moonlighting intentions refer to an employee's desire to engage in secondary employment, which can be either part-time or full-time, in addition to their primary job (Ng & Feldman, 2012), and this intention can be motivated by financial need, career advancement, or job dissatisfaction (Kelliher & Anderson, 2010). Additionally, moonlighting intentions refer to an employee's intention to engage in additional work outside of their primary job, which can be influenced by factors such as financial need, job satisfaction, and work-family conflict (Allen, 2001), as well as driven by financial need, career advancement, or desire for work-life balance (Liu et al., 2013). Finally, moonlighting refers to an employee's intention to engage in secondary employment, which can be influenced by financial need, job satisfaction, and organizational support (Liu & Lee, 2019).

In conclusion, moonlighting intentions are influenced by various factors such as financial need, career advancement, job dissatisfaction, work-family conflict, and desire for work-life balance. The different definitions of moonlighting intentions provided by Ng & Feldman, Kelliher & Anderson, Allen, Liu, Lee, & Chen, and Liu & Lee highlight the importance of considering various factors that may motivate employees to engage in secondary employment. Organizations need to understand the reasons behind employees' moonlighting intentions and provide support to address the underlying issues, such as financial need or job dissatisfaction, to enhance employee retention and job satisfaction.

Turnover Intention

Employee turnover is a significant concern for organizations, as it can lead to decreased productivity, increased costs, and a loss of valuable talent. Turnover intention is a concept that refers to an employee's self-reported likelihood of leaving their current job within a specified time frame. In this paragraph, we will explore the various definitions of turnover intention and the factors that can influence an employee's decision to leave their organization. Understanding turnover intention is crucial for organizations to develop effective retention strategies and maintain a satisfied and engaged workforce.

Turnover intention refers to an employee's self-reported likelihood of leaving their current job within a specified time frame (Lee et al., 2004), and it is the degree to which an employee plans to leave his or her current job (Mobley et al., 1978). Additionally, the turnover intention is the employee's conscious and deliberate decision to leave the organization (Mowday et al., 1982), and it is the employee's intention to leave the organization, which is influenced by a variety of factors such as job satisfaction, organizational commitment, and perceived alternatives (Hom & Griffeth, 1995), as well as influenced by a variety of factors such as job satisfaction, organizational commitment, and perceived job alternatives (Allen & Meyer, 1990).

In conclusion, the turnover intention is a complex construct encompassing an employee's likelihood, degree, conscious decision, and intention to leave their current job and organization. It is influenced by factors such as job satisfaction, organizational commitment, and perceived or job alternatives. The different definitions of turnover intention provided by Lee, Mitchell, Sablinski, Burton, & Holtom, Mobley, Horner, & Hollingsworth, Mowday, Porter, & Steers, Hom & Griffeth, and Allen & Meyer highlight the importance of considering various factors that may influence employees' intentions to leave their current job and organization. Organizations need to address the underlying issues that may lead to turnover intention, such as low job satisfaction or lack of organizational commitment, to enhance employee retention and organizational effectiveness.

Organizational Citizenship Behavior

In today's competitive business environment, organizations are constantly seeking ways to improve their performance and gain a competitive edge. One way to achieve this is through the concept of Organizational Citizenship Behavior (OCB), which refers to discretionary behaviours that are not part of an employee's formal job requirements but contribute to the effective functioning of the organization. OCB can include helping coworkers, volunteering for extra duties, and suggesting improvements. In this paragraph, we will explore the various definitions of OCB and the importance of this concept for organizations looking to enhance their overall effectiveness.

Organizational Citizenship Behavior refers to discretionary behaviours that are not part of an employee's formal job requirements but contribute to the effective functioning of the organization (Organ, 1988). It refers to behaviours that are not formally rewarded or required but that contribute to the effective functioning of the organization (Podsakoff et al., 2000). Additionally, Organizational Citizenship Behavior refers to voluntary behaviours that are not part of an employee's formal job requirements but contribute to the overall effectiveness of the organization (Bolino et al., 2004), and it refers to behaviours that are not part of an employee's formal job description but that contribute to the overall effectiveness of the organization (Williams & Anderson, 1991), such as helping coworkers, volunteering for extra duties, and suggesting improvements (Lee & Allen, 2002).

In conclusion, Organizational Citizenship Behavior (OCB) is a discretionary and voluntary behaviour that is not part of an employee's formal job requirements or description but contributes to the effective and overall functioning of the organization. The different definitions of OCB provided by Organ, Podsakoff, MacKenzie, Paine, & Bachrach, Bolino, Turnley, & Niehoff, Williams & Anderson, and Lee & Allen highlight the importance of considering various behaviours that may contribute to the effectiveness of the organization, such as helping coworkers, volunteering for extra duties, and suggesting improvements. Organizations must recognize and reward OCB to enhance employee motivation, job satisfaction, and effectiveness.

METHOD

This literature study begins by selecting topics and keywords to find relevant journals. Selecting topics and keywords is critical as it determines the accuracy and relevance of the information collected. After refining the keywords, the literature review process involves searching academic databases such as Google Scholar and Mendeley for journal articles published within a specific timeframe. The databases used for this study are Google Scholar and Mendeley, with articles published between 2015-2023. The journal search was conducted using keywords such as Job Satisfaction, Moonlighting Intentions, Turnover Intention and Organizational Citizenship Behavior, ensuring that the collected information is precise, relevant, and up-to-date

Specific criteria were established for selecting journals in this literature study. The selected journals had to discuss Job Satisfaction, Moonlighting Intentions, Turnover Intention and

Organizational Citizenship Behavior, be original research, and be published in English. Articles that did not meet these criteria or were review articles were excluded from consideration. Initially, 140 articles were obtained from the search, but only 30 were deemed relevant after reviewing their abstracts. From these 30 articles, only three were selected for this literature review, as they provided the most insightful and relevant information. This criteria-based approach for selecting journals ensures that only the most appropriate literature is included in the review, leading to a thorough and relevant analysis of the chosen topic. By utilizing this approach, the study can provide a comprehensive and in-depth analysis of the relationship between Job Satisfaction, Moonlighting Intentions, Turnover Intention and Organizational Citizenship Behavior, contributing valuable insights into organizational behaviour.

Findings

This literature review research utilized articles with quantitative research methods, specifically chosen for their relevance to the study's variables related to Job Satisfaction, Moonlighting Intentions, Turnover Intention and Organizational Citizenship Behavior. The selected articles were carefully chosen to provide accurate and reliable information that could contribute to the study's findings. The summary of the research showed in Table 1.

Table 1. Summary of 3 Articles

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
Seema, Vikas Choudhary, Garima Saini (2020)	This study explores the relationship between job satisfaction, organizational commitment, and moonlighting intentions among IT professionals, focusing on the mediating effect of organizational	Social Exchange Theory (SET)	Quantitative Research Approach	161 IT professionals	Job satisfaction positively affects organizational commitment in IT professionals in India. However, both job satisfaction and organizational commitment negatively impact moonlighting intentions. The pandemic has increased moonlighting trends, prompting further

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
	commitment.				investigation into virtual work arrangements that enable online moonlighting and platform working in Industry 4.0.
Eko Nur Pratama, Emi Suwarni, Maidiana Astuti Handayani (2022)	The objectives of the study are to examine the effect of job satisfaction and organizational commitment on turnover intention and to investigate the moderating role of person-organization fit on the relationship between job satisfaction, organizational commitment, and turnover intention among	Conservation of Resources Theory	Quantitative Research Approach	123 employees	This study shows that job satisfaction, organizational commitment, and person-organization fit can help reduce employee turnover. Effective communication and meeting employee needs can improve the work atmosphere and increase normative commitment. Implementing effective measures must reduce the turnover rate at PT Febri Dharma Mandiri.

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
	employees				
Tomy Fitrio, Roky Apriansyah, Sabrina Utami, Hasanah Yaspita (2019)	The study aims to investigate the relationship between job satisfaction, organizational commitment, and organizational citizenship behaviour and to determine whether organizational commitment mediates the influence of job satisfaction on organizational citizenship behaviour	The study is grounded in the theories of job satisfaction, organizational commitment, and organizational citizenship behaviour	Quantitative Research Approach	34 lecturers	This study concluded a positive and significant relationship between job satisfaction and organizational commitment, as well as the positive and significant impact of both on Organizational Citizenship Behavior (OCB). The study also found that organizational commitment mediates the effect of job satisfaction on OCB positively and significantly. Furthermore, the results of the research are consistent with previous studies on the topic. Finally, the study recommends that organizations prioritize improving employee job satisfaction and organizational commitment to increasing OCB.

RESULT AND DISCUSSION

The study by Seema et al. (2020) provides valuable insights into the relationship between job satisfaction, organizational commitment, and moonlighting intentions among IT professionals in India. The study found that job satisfaction has a positive effect on organizational commitment, which negatively impacts moonlighting intentions. It suggests that IT professionals -who are more satisfied with their jobs are more likely to be committed to their organizations and less likely to consider moonlighting. The study also found that job satisfaction has a direct negative impact on moonlighting intentions. It suggests that IT professionals more satisfied with their jobs are less likely to be interested in working a second job.

The relationship between job satisfaction and moonlighting intentions has been explored in various studies. For instance, Fayyazi and Aslani (2015) found that employees who have a higher job satisfaction level are less likely to have turnover intentions, which could include moonlighting intentions. Similarly, Chen and Wang (2019) discovered that workplace incivility negatively affects job satisfaction and may increase turnover intentions, including moonlighting intentions. Jain, Gondane, and Balpande (2023) observed that moonlighting affects employees' job satisfaction. Other studies have also supported the finding that job satisfaction is negatively related to turnover intentions, which could include moonlighting intentions. For instance, Asri (2022) revealed that job satisfaction has a significant negative relationship with employee turnover intention.

Similarly, Hariyanto, Soetjipto, and Sopiah (2022) showed that job satisfaction harms turnover intention. Furthermore, Soares, Felix, and Laurret (2022) found that job satisfaction partially mediates the relationship between perceiving a calling and turnover intention. In conclusion, the studies cited above consistently show a negative relationship between job satisfaction and turnover intention, including moonlighting intentions. The evidence suggests that organizations need to ensure that their employees are satisfied with their jobs to prevent them from leaving or seeking additional work due to dissatisfaction.

The study has some limitations. First, the study was conducted in India, and the findings may not be generalizable to other countries. Second, the study used a convenience sample, which may have introduced bias into the results. Third, the study did not control for other factors influencing moonlighting intentions, such as financial need or work-life balance. Despite these limitations, the study provides valuable insights into the relationship between job satisfaction, organizational commitment, and moonlighting intentions among IT professionals. Organizations can use the study's findings to develop strategies to reduce moonlighting among IT professionals.

The study by Pratama et al. (2022) provides valuable insights into the relationship between job satisfaction, organizational commitment, person-organization fit, and turnover intention. The study found that job satisfaction and organizational commitment negatively and significantly affect

turnover intention. Additionally, the study found that person-organization fit moderates the relationship between job satisfaction and turnover intention and between organizational commitment and turnover intention. The study suggests that organizations can reduce employee turnover by increasing job satisfaction, organizational commitment, and person-organization fit. To increase job satisfaction, organizations can provide employees with challenging and meaningful work, opportunities for advancement, and a positive work environment. To increase organizational commitment, organizations can create a culture of trust and respect, provide employees with opportunities to contribute to the organization and make employees feel valued. Organizations can match employees' skills and interests with the job demands to improve person-organisation fit.

The study's findings are consistent with previous research on the topic. In multiple studies, Job satisfaction has a negative and significant effect on turnover intention. For instance, Chen et al. (2019) revealed that workplace incivility negatively affects job satisfaction and positively affects turnover intention through job satisfaction in the study by Zhang et al. Zhang et al. (2018) showed that job satisfaction had a direct negative effect on turnover intention, while work engagement had a direct negative effect on turnover intention, and professional identity had an indirect negative effect on turnover intention through the mediating effect of job satisfaction and work engagement. Similarly, Li et al. (2020) found that job satisfaction had a direct negative effect on turnover intention, and workplace violence hurt job satisfaction and a positive effect on turnover intention.

Additionally, Wang et al. (2020) reported that targeted strategies should be taken to motivate and retain primary care providers to reduce job satisfaction's negative direct and indirect effects on burnout and turnover intention. Furthermore, the relationship between job satisfaction and turnover intention was fully mediated by work-life balance in the study by Fayyazi and Aslani (2015). Finally, the study by Feng et al. (2022) showed that job satisfaction had a direct negative impact on turnover intention and partially mediated the impact of burnout on turnover intention.

Thus, it is clear that job satisfaction has a consistently negative effect on turnover intention across diverse contexts, and addressing factors that contribute to job satisfaction is critical in retaining and motivating employees. The study's findings have important implications for organizations. Organizations that want to reduce turnover intention among employees should focus on increasing job satisfaction, organizational commitment, and person-organization fit. By taking these steps, organizations can improve employee retention and productivity.

The Fitrio et al. (2019) study provides valuable insights into the relationship between job satisfaction, organizational commitment, and organizational citizenship behaviour. The study found that job satisfaction has a positive and significant effect on organizational commitment and that organizational commitment has a positive and significant effect on organizational citizenship behaviour. The study also found that job satisfaction has a positive and significant effect on organizational citizenship behaviour and that organizational commitment mediates the effect of job

satisfaction on organizational citizenship behaviour positively and significantly. The study suggests that organizations can increase organizational citizenship behaviour by improving job satisfaction and commitment. To improve job satisfaction, organizations can provide employees with challenging and meaningful work, opportunities for advancement, and a positive work environment. To improve organizational commitment, organizations can create a culture of trust and respect, provide employees with opportunities to contribute to the organization and make employees feel valued.

The study's findings are consistent with previous research on the topic. Job satisfaction has been consistently found to have a positive and significant effect on organizational citizenship behaviour (OCB) across multiple studies. For instance, Hemakumara (2020) found that job satisfaction had a significant positive relationship with OCB among employees in different industries. Diab (2015) also found a strong positive correlation between the feeling of justice and organizational staff loyalty and organizational relationship, which in turn affects OCB. Similarly, in their study, Badawy et al. (2016) revealed that job satisfaction mediated the relationship between organizational culture and OCB. Wisnawa and Dewi (2020) found that job satisfaction had a positive and significant effect on OCB and mediates the effect of transformational leadership styles on OCB. Soelton (2020) confirmed that job satisfaction significantly affected OCB. Lastly, Sumijan (2021) showed a significant positive relationship between organizational commitment and OCB, and both justice and job satisfaction significantly positively affect OCB through organizational commitment.

In conclusion, the literature presents strong evidence that job satisfaction positively and significantly affects OCB across diverse workplaces and environments. Encouraging positive attitudes towards job satisfaction and addressing factors contributing to dissatisfaction can increase OCB and improve employee behaviour towards an organization. The study's findings have important implications for organizations. Organizations that want to increase organizational citizenship behaviour among employees should focus on improving job satisfaction and organizational commitment. Organizations can improve employee morale, productivity, and overall performance by taking these steps.

CONCLUSION

The study also found that job satisfaction has a direct negative impact on moonlighting intentions. It suggests that IT professionals more satisfied with their jobs are less likely to be interested in working a second job. The study found that job satisfaction and organizational commitment negatively and significantly affect turnover intention. The study suggests that organizations can reduce employee turnover by increasing job satisfaction, organizational commitment, and person-organization fit. The study found that job satisfaction has a positive and significant effect on organizational commitment, and organizational commitment has a positive and significant effect on organizational citizenship behaviour. The study also found that job satisfaction

has a positive and significant effect on organizational citizenship behaviour and that organizational commitment mediates the effect of job satisfaction on organizational citizenship behaviour positively and significantly.

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