

Linking Altruism And Self-Control to Life Satisfaction: The Mediating Effect Of Organizational Citizenship Behavior

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Abstract

Cooperatives members as well as its managers' life satisfaction are important output for its management performance. Cooperative managers, who have personality traits such as altruism and self-control, tend to have more life satisfaction at their working environment. One of the essential principles of cooperative is organizational citizenship behavior, will help the managers to linking altruism and self-control to their life satisfaction. Cooperative managers who have altruism and good self-control tend to have organizational behavior, so they are more willing to help each other, improving their work performance, and solving problems at the workplace together, thus creating a positive working environment. A positive working environment will make people more satisfied with their life. A cross-sectional design was established and 130 cooperatives managers were selected with snowball sampling among 39 cooperatives in Yogyakarta. Quantitative data were collected by questionnaires and analyzed by using PLS-SEM. The results indicated that organizational citizenship behavior has positive effect on life satisfaction. Altruism and self-control both have positive effect on organizational citizenship behavior and organizational citizenship behavior partially mediates the effect of both altruism and self-control on life satisfaction.

Keywords

Life Satisfaction, Altruism, Self-control, Organizational Citizenship Behavior, Cooperatives.

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Introduction

Economic and business environment currently have become more focused on human resource management as one of the key factors to their success. One of the aspects that essential for human resources management in the organization is employee satisfaction (Soelton et al., 2020). Cooperatives, in the context of human

capital management, are organizations that have principles, values, and culture based on loyalty, commitment, and satisfaction of its member. (Hidalgo-Fernández et al., 2020). The democratic participation system in cooperatives management generates positive environment, managers & members involvement, and satisfaction (de Reuver et al., 2021). In worker-owned cooperatives, social economy philosophy is

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a source of job satisfaction (Castel et al., 2011). Job satisfaction plays a major role for fulfilling life satisfaction (Choi et al., 2022), therefore life satisfaction is an appropriate goal for an individual and the organization itself (Hagmaier et al., 2018).

Life satisfaction has many the definitions and perceived differently by many people, but it can be concluded that life satisfaction is a global evaluation of an individual overall feelings about his or her life, rather than in specific time or domain. Inability to attain life satisfaction may lead to mainly psychological problems, so achieving satisfaction in life is an important need for humankind (Owoseni et al., 2023). There are many factors that affecting person's life satisfaction and one of them is personality traits. Different personality traits lead to variations of positive emotions, negative emotions, and life satisfaction (Lu et al., 2020). Positive emotions and strong relationships provide optimistic mind, mental strength, resilience, and support in hard times, thus life satisfaction can be achieved (Alam, 2020).

One of the positive personality traits that influences life satisfaction is altruism. Altruism refers to thinking, understanding, concern for, and sympathizing with the others (Lu et al., 2020). Human often behave altruistically or donate blood and money towards strangers with no chance of reciprocation (Vlerick, 2021). True altruistic behavior must benefit other persons, performed voluntarily, has benefit as its objective, and must be motivated without any expectations of compensations or punishments (Manzur & Olavarrieta, 2021). Altruism helps organizations in many ways, such as increases self-confidence, sense of belonging, cohesiveness, and employee retention (Shanker, 2018).

Alongside personality traits, one can attain life satisfaction by implementing self-control. Self-control is human capacity to

override, modify, or suppress irresistible behavior when striving for collective and long-term goals (Wang et al., 2021) and it consist of cognitive, decisional, and behavioral aspects (Pathak, 2021). Individuals with good self-control are proficient at dealing with problems, solving internal & interpersonal conflicts successfully, and more often accomplish personal goals which results in long-term life satisfaction (Dou et al., 2019). In organizations domain, the self-control ability of the employees can build resistance on selfish impulses, thus they can demonstrate organizational citizenship behavior, such as helping coworkers and saving organizational resources (Wang et al., 2021).

Individuals with high levels of altruism and self-control show tendency in conducting organizational citizenship behavior. Organizational citizenship behavior (OCB) refers to the employee's willingness to participate in extra activities that are not part of his/her job description, yet benefits the organization (Hermanto & Srimulyani, 2022). OCB activities includes conducting voluntary activities beyond their role, helping other people with consideration, and performing self-control in challenging situations (Mohamad et al., 2023). The primary motivation of OCB are selflessness and altruism, which motivates the employees to help each other voluntarily (Jain, 2015). Organizational citizenship behavior is promoted in numerous organization cultures, often resulting motivational and interpersonal conflict emerge from it. Self-control can overcome such conflict by managing person's own dominant responses to adapt with social values and norm (Dou et al., 2019). Organizational citizenship behavior has impacts on organizational effectiveness and personal development (Hermanto & Srimulyani, 2022). Retaining employees with good citizenship behavior can contribute to positive working environment and culture within the organization

(Mohamad et al., 2023), whereas on personal scale, organizational citizenship behavior has several psychological benefits, such as improves well-being, happiness, life satisfaction, and physical health benefit such as reduces mortality rates (Baranik & Eby, 2016).

Several studies had investigated employees' life satisfaction affected by their organizational behavior at enterprise settings (Dou et al., 2019; Jain, 2015; Baranik & Eby, 2016), yet there is still few research that examine life satisfaction and organizational behavior at non-profit organization settings, such as cooperatives. Therefore, this research aim to explore the effect of organizational citizenship behavior, as well as altruism and self-control to life satisfaction in cooperatives.

Problem Formulation

High level of satisfaction usually constant in elderly (Owoseni et al., 2023) and it affected personally by positive personality traits, such as altruism (Lu et al., 2020) and socially by engagement on prosocial act, such as organizational citizenship behavior (Dou et al., 2019). Motivational conflicts that arise from the process of creating organizational behavior need self-control from individuals to regulate respons for adapting to its value and norm (Dou et al., 2019). Based on these background, research problem can be formulated as follows: the effect of organizational citizenship behavior, altruism, self-control to life satisfaction; the mediating effect of organizational citizenship behavior between altruism and life satisfaction; and the mediating effect of organizational citizenship behavior between self-control and life satisfaction.

Literature Review

Life Satisfaction

Life satisfaction is an overall judgment on person's satisfaction with domains

important to him/her (Dou et al., 2019). For numerous people, life satisfaction based on the subjective feelings mostly about best quality of life and the success of achieving his/her desirable goals, for example gaining economic & social wellbeing, education & skills, opportunities of needs satisfaction, and livelihood services (Alam, 2020). Moreover, satisfaction in the some domain of life plays a part to overall life satisfaction through life courses and important life events. Several people consider that life satisfaction is an accumulation of satisfaction with numerous domains of life while others argue that overall life satisfaction results in high levels of satisfaction over various life areas (Ramia & Voicu, 2022). There are two main factors that affect life satisfaction: personality and life's domain. Personality factors consist of self-esteem, emotion stability, and mental health (Khan & Malik, 2019), whereas domains of life consist of physical health, workplace, home, and family (Lachmann et al., 2018). Alam (2020) mentions that life satisfaction is an individual's subjective description from the combination of three factors such as individual's socio-economic position, person's courses of action, and learning experiences.

Altruism

Altruism is one of personality traits which it's characteristic based on the intention to do or give something for the other people without any compensation (Gouveia et al., 2021; Lu et al., 2020). Altruism involves series of action that are intentional, voluntary, and performed without the expectation of any reward (Kay & Granfield, 2022). In prior literature, researchers have identified three elements of altruism: empathy, which means to understand the others' feeling by placing oneself to their situation; social responsibility, which encourages a person to participate in altruistic behavior; and interpersonal trust, which is the expectation of reliable words and promises in social interaction. (Lu et al., 2020). Altruism has

important role in several life aspects, for instance in health psychology, altruism predict good mental health; in educational aspect, altruism can reduce aggressive behavior, result in preventing bullying; and in organizational behavior setting, altruism encourage work engagement and reducing counter-productive behavior (Gouveia et al., 2021).

Self-Control

Self-control generally defined as individuals' capacity to consciously regulate the response to overcome the impulses for long-term goals (Chiesi et al., 2020). Psychology and philosophy literatures assumed that self-control in an intentional action that includes diverting one's focus, re-translating interesting things negatively, and to withstand certain impulses (Altehegger, 2021). From social interaction point of view, self-control is a person's capacity to manage ideas, emotion, and impulsive behavior for adapting to social norm and values, so the community can realize its goals (Li et al., 2022). Self-control levels are affected by individuals' moral value system and related to positive personality traits such as honesty, self-confidence, and good interpersonal skills (Błachnio, 2021). Self-control induces good emotional response and interpersonal relationship on individuals setting, whereas self-control also help employees to regulate emotion and conflicts in their organizational behavior, thus workers within an organization who can withstand egoistical

instinct and negative emotion would manage the conflict well will increase organizational performance and efficiency (Wang et al., 2021).

Organizational Citizenship Behavior

Organizational citizenship behavior or OCB is a common term for workers' voluntary commitment for the organization outside workers' job description and organization's regulation (Baranik & Eby, 2016; Mohamad et al., 2023). Organizational citizenship behavior has five basic dimension that globally used: altruistic behavior, civic virtue, conscientiousness, courtesy, and sportmanship. Altruistic behavior is an act performed by a worker to help another worker in his/her work problems; civic virtue is a workers' responsibility toward the organization; conscientiousness is a worker's focus to his/her work; courtesy is certain attention for building good relationships; and sportmanship is workers' loyalty to the organization (Shanker, 2018).

In organizational behavior perspective, recent studies reveal that recruiting, promoting, and retaining employees with good citizenship behavior gradually become more important for organization itself, because of its contribution for establishing positive working environment by building good workers' interrelationship, increasing organizational engagement, and lowering other employees' stress (Mohamad et al., 2023).

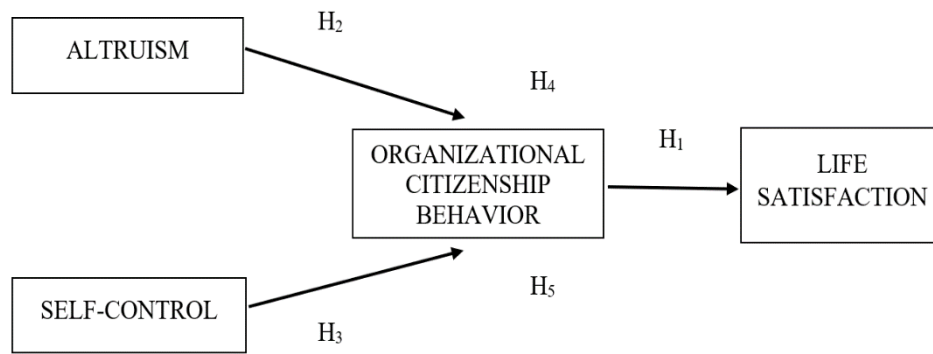


Figure 1. Research Framework

Source: Researchers Processed, 2023

Hypothesis Development

Earlier researches suggest benevolence theory to explain the relationship between organizational citizenship behavior and life satisfaction, which states that OCB can predict higher levels of benevolence, thus in time gradually increase life satisfaction (Unanue et al., 2021). There are three fundamental arguments that support the impact of prosocial behavior, such as OCB, to life satisfaction. First, prosocial behavior lead to social competence and better interpersonal relationship, which can be accounted as parts of life satisfaction's assessment. Second, prosocial behavior can be considered as tools to prevent and heal negative feelings, thus can be re-translate to more life satisfaction. Third, engagement in prosocial fulfilled the basic psychological needs, which is the source of happiness (Dou et al., 2019). Organizational citizenship behavior could establish encouraging environment and improve decision-making, thus workers feel that they are satisfied (de Reuver et al., 2021). Thus, it can be hypothesized:

H1: Organizational citizenship behavior positively affects life satisfaction.

Altruism is the main pillar of organizational citizenship behavior, in the form of a worker's intention to help his/her coworkers without expecting reciprocation, outside the organization's regulation

(Mohamad et al., 2023; Muthuraman & Al-Hazi, 2017; Shanker, 2018). Employees with altruistic motivation, influenced by kind people and working environment, are more willing to help the people within the organization (Cheung et al., 2018). Organizational citizenship behavior, an act conducted from altruism, is bound to drive employees to have high confidence, provide support and care for their coworkers, ready to work overtime, set for new challenges, thus benefit the organization mainly for retaining their employees (Mohamad et al., 2023; Shanker, 2018). Therefore, the relationship between altruism and organizational citizenship behavior can be hypothesized as follows.

H2: altruism positively affects organizational citizenship behavior.

Human behavior requires managing one's cognitive mind for attaining his/her goals. This process refers to self-control, an intentional course of action to fulfilled his/her goals which derived from one's best decision-making (Altehenger, 2021; Pathak, 2021). Self-control is an essential element for person's mental health development and any organizational culture, partly shaped by social interaction and social norm (Pathak, 2021). Workers with high self-control capacity tend to set aside their ego, withstand the negative impulses, therefore can perform organizational citizenship behavior and

utilize organization's resources efficiently (Wang et al., 2021). Thus it can be hypothesized as follows.

H3: Self-control positively affects organizational citizenship behavior

Altruistic personality as one of the most dominant factor for life satisfaction, has important element which is social responsibility. Social responsibility's values bound to improve one's self-esteem, which leads to satisfied feeling for individuals (Lu et al., 2020). Organizational citizenship behavior as an implementation of social responsibility helps achieving organization goals by increasing work performance and commitment of its employees (Muthuraman & Al-Hazi, 2017), whereas the workers who conduct OCB have their feelings improved, thus increase their life satisfaction (Baranik & Eby, 2016). Therefore, the hypothesis can be developed as follows.

H4: Organizational mediates altruism and life satisfaction.

Self-control is one of the essential factor in activities related to happiness (Tu & Yang, 2016). Individuals with high levels of self-control tend to have capabilities to achieving good physical, psychological, and social function for positive evaluation of life (Dou et al., 2019). Adapting to social norm and organizational cultures, self-control is needed to hold out against temptation and engage in prosocial behavior (Li et al., 2022). Self-control process such as overcome internal conflict, confront distractions, and suppress reckless behavior are required to perform organizational citizenship behavior (Wang et al., 2021), meanwhile OCB helps workers experiencing positive emotion, maintaining good life evaluation, having sense of

usefulness, and perceived life satisfaction (Unanue et al., 2021). Hypothesis can be developed as follows.

H5: Organizational citizenship behavior mediates self-control and life satisfaction.

Research Methodology

Quantitative approach was established in this study by conducting survey design with 5-item Likert Scale on printed questionnaires as its data collection method. Snowball sampling was conducted for data collection, which involves an identification for prior respondents, then request the prior respondents to recommend another subject with similar characteristic (Dosek, 2021). Data collection permit was obtained from Cooperatives, Small, and Medium Enterprise Office Yogyakarta, with the sample's criteria are cooperatives that regularly conduct an annual member meeting and the managers must elected from its members. Initial samples consist of 145 managers among 39 cooperatives in Yogyakarta City with 15 managers didn't manage to return the questionnaires. Therefore, a total of 130 respondents can be analyzed using PLS-SEM with SmartPLS version 3.2.9 as its software support.

Results

Sample Characteristics

Printed questionnaires distributed among 39 cooperatives in Yogyakarta City between 13th—31st of July 2023, with returning deadline date of August 5th 2023. 145 questionnaires distributed among cooperatives managers yet only 130 questionnaires returned on time. The sample characteristics illustrated in Table 1.

Table 1. Sample Characteristics

| Profile | Description | Quantity | Percentage |
|----------------------------|-----------------------|----------|------------|
| Gender | Males | 58 | 45% |
| | Females | 72 | 55% |
| | Total | 130 | 100% |
| Age | <25 years old | 0 | 0% |
| | 25—<30 years old | 2 | 2% |
| | 20—<35 years old | 4 | 3% |
| | 35—<40 years old | 7 | 5% |
| | 40 years old or older | 117 | 90% |
| | Total | 130 | 100% |
| Managerial Position | Chief | 25 | 19% |
| | Secretary | 26 | 20% |
| | Treasurer | 36 | 28% |
| | Other position | 43 | 33% |
| | Total | 130 | 100% |
| Tenure | <1 year | 9 | 7% |
| | 1—<2 years | 14 | 11% |
| | 2—<4 years | 29 | 22% |
| | 4—<5 years | 16 | 12% |
| | 5 years or more | 62 | 48% |
| | Total | 130 | 100% |

Source: Researchers Processed, 2023

Statistical Analysis

This research utilized partial least square based on structural equation modelling or PLS-SEM for its statistical tool. PLS-SEM majorly used in social and behavioral sciences that proficient in expressing concepts through constructs and connecting them via a structural model, toward examining their association (Benitez et al., 2020). PLS-SEM composed of two main steps: outer model evaluation and inner model analysis. The outer model evaluation includes convergent validity and reliability test; whereas inner model analysis consist of R^2 test, Q^2 test, and coefficient pathways

analysis to assess the hypothesis (Hair et al., 2019).

Outer Model Evaluation Findings

The outer model evaluation was used to analyze every indicators of this model affect latents variables. Validity analysis was conducted by performing convergent validity test and discriminat validity test, meanwhile reliability analysis conducted by the value of Cronbach's Alpha and composite reliability. Figure 2 illustrates outer model evaluation.

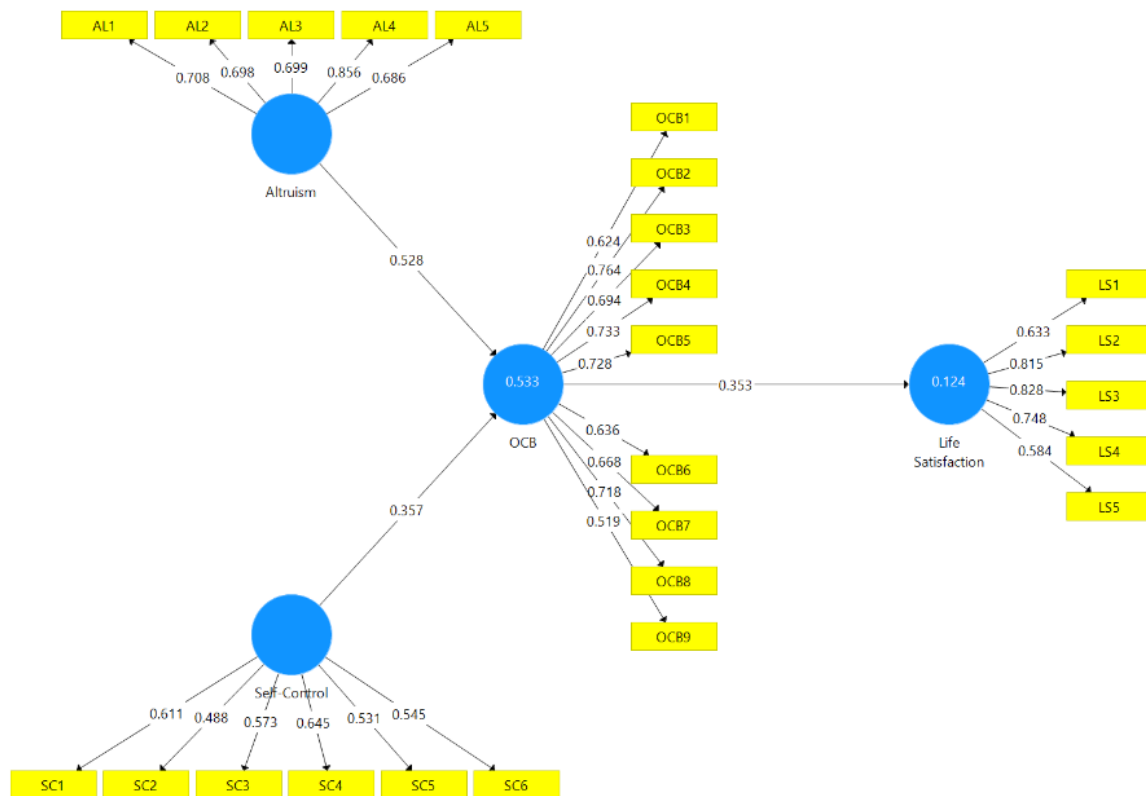


Figure 2. Outer Model Evaluation

Source: Researchers Processed, 2023

The assessment of convergent validity test use loading factors value as follows: loading factors value between 0.4 and 0.7 may be considered as valid if it contributes to latent variables' reliability and loading factors value larger than 0.7 recommended to be utilized for reliability test. In conclusion, indicators considered to be valid if its loading factors value larger than 0.4 (Hair et al., 2017). The reliability test

utilize Cronbach's Alpha and composite reliability test as its assessment. Latent variables can be considered as reliable if Cronbach's Alpha value larger than 0.6 (Sekaran & Bougie, 2019) and its composite reliability value larger than 0.6 (Hair et al., 2019). All indicators that subjected through convergent validity and reliability test can be illustrated in Table 2.

Table 2. Outer Model Test Results

| Variables | Indicators | Loading factors | Validity Results | Cronbach's Alpha | Composite Reliability | Reliability Results |
|---|------------|-----------------|------------------|------------------|-----------------------|---------------------|
| Altruism | AL1 | 0.708 | Valid | 0.781 | 0.852 | Reliable |
| | AL2 | 0.698 | Valid | | | |
| | AL3 | 0.699 | Valid | | | |
| | AL4 | 0.856 | Valid | | | |
| | AL5 | 0.686 | Valid | | | |
| Self-Control | SC1 | 0.611 | Valid | 0.628 | 0.739 | Reliable |
| | SC2 | 0.488 | Valid | | | |
| | SC3 | 0.573 | Valid | | | |
| | SC4 | 0.645 | Valid | | | |
| | SC5 | 0.531 | Valid | | | |
| | SC6 | 0.545 | Valid | | | |
| Organizational Citizenship Behavior | OCB1 | 0.624 | Valid | 0.777 | 0.847 | Reliable |
| | OCB2 | 0.764 | Valid | | | |
| | OCB3 | 0.694 | Valid | | | |
| | OCB4 | 0.733 | Valid | | | |
| | OCB5 | 0.728 | Valid | | | |
| | OCB6 | 0.636 | Valid | | | |
| | OCB7 | 0.668 | Valid | | | |
| | OCB8 | 0.718 | Valid | | | |
| | OCB9 | 0.519 | Valid | | | |
| Life Satisfaction | LS1 | 0.633 | Valid | 0.852 | 0.884 | Reliable |
| | LS2 | 0.815 | Valid | | | |
| | LS3 | 0.828 | Valid | | | |
| | LS4 | 0.748 | Valid | | | |
| | LS5 | 0.584 | Valid | | | |

Source: Researchers Processed, 2023

Inner Model Analysis

Structural model testing used for analyzing the connection between latent variables. R^2 test was conducted to measure variances from each endogenous construct, which value larger than 0.1 can be considered as the construct has adequate explanation power. Q^2 test used to indicates structural model's prediction accuracy, which positive value indicates good predictive power. (Hair et al., 2019). The R^2 test conducted in this study results in 11.8 percent of life satisfaction can be explained by organizational citizenship behavior, altruism, and self-control, whereas the

remaining 88.2 percent may be explained by another variables outside of this research. 52.6 percent organizational citizenship behavior can be explained by altruism and self-control, whereas the remaining 47.4 percent may be explained through another variables outside this research. It can be conclude that life satisfaction and organizational citizenship behavior both have adequate explanation power. The value of Q^2 test performed in this study results in 0.054 for life satisfaction and 0.217 for organizational citizenship behavior. Both have positive values, so it can be concluded that structural model in this model has sufficient predictive power. The R^2 test and Q^2 test results illustrated in Table 3.

Table 3. R² test and Q² Test Results

| Variable | R ² test Results | Q ² test Results |
|-------------------------------------|-----------------------------|-----------------------------|
| Life Satisfaction | 0.118 | 0.054 |
| Organizational Citizenship Behavior | 0.526 | 0.217 |

Source: Researchers Processed, 2023

The hypothesis test in this study uses coefficient pathways analysis results, based on PLS-SEM bootstrapping approach. P-values was considered in the examination of coefficient pathways, positive value implies the pathway have positive affect and vice versa (Benitez et al., 2020). This study

utilize 0.05 for its significance levels, therefore P-values smaller than 0.05 can be considered as significantly associated. The coefficient pathways, including direct and indirect relationship between latent variables illustrated in Table 4.

Table 4. Coefficient Pathways Analysis

| Coefficient Pathways | P-values | Conclusion |
|--|----------|--------------------------|
| Organizational Citizenship Behavior → Life Satisfaction | 0.000 | H0 rejected, H1 accepted |
| Altruism → Organizational Citizenship Behavior | 0.000 | H0 rejected, H2 accepted |
| Self-Control → Organizational Citizenship Behavior | 0.000 | H0 rejected, H3 accepted |
| Altruism → Organizational Citizenship Behavior → Life Satisfaction | 0.000 | H0 rejected, H4 accepted |
| Self-Control → Organizational Citizenship Behavior → Life Satisfaction | 0.004 | H0 rejected, H5 accepted |

Source: Researchers Processed, 2023

According to table 3, the first, second, third, fourth, and fifth hypothesis were accepted, implies that all exogenous variables had positive affects on exogenous variables. Furthermore, it can be conluded that organizational citizenship behavior partly mediates between altruism and life satisfaction as well as organizational citizen behavior also partly mediates self-control and life satisfaction.

Discussion

Organizational Citizenship Behavior to Life Satisfaction

The results of this study support the previous study by Unanue et al. (2021), stating organizational citizenship behavior drives individuals to think that their life is worth, constantly have positive emotions, have better evaluation of their life, and satisfied with their life. Additionally, organizational citizenship behavior form such as volunteering and helping others strongly correlated to physiscal health, well-being, happiness, and life satisfaction (Baranik & Eby, 2016). At workplace

environment, organizational citizenship behavior benefits workers by increasing their positive affection and satisfaction, whereas benefits the organization itself by providing social supports for its workers (Chuang et al., 2019).

Altruism to Organizational Citizenship Behavior

This conclusion aligned with Jain (2015) which observed that prosocial values such as altruism and acceptance by others have positive association with organizational citizenship behavior. Moreover, altruism as an intrinsic motivation and personality traits, to a large extent depicts social aspect of organizational citizenship behavior (Lazauskaite-Zabielske et al., 2015). Workers with altruistic personality is the main core of citizenship behavior for solving problems and conflict within the organization (Muthuraman & Al-Hazi, 2017).

Self-Control to Organizational Citizenship Behavior

The results of this research is in line with previous studies, such as Li et al. (2022) who mention self-control process including overcome temporary temptation tends to make individuals well adapted to social norm and behave appropriately to its surroundings. Individuals with high self-control capacity prone to involved in volunteering, donating, and citizenship behavior (Huang et al., 2021). Workers must resist and override selfish impulses to conduct organizational citizenship behavior, in the form of managing the conflict within self and their coworkers (Wang et al., 2021).

Organizational Citizenship Behavior Mediating Effect for Altruism to Life Satisfaction

Prior study from Lazauskaite-Zabielske (2015) supports this research by indicating that organizational citizenship behavior conducted by individuals from their intrinsic motivation and positive personal traits, namely altruism, positively correlate

with their life satisfaction. In addition, the combination of personality traits such as altruism, peacemaker, and cheerleader would greatly affect workers' life satisfaction by creating and setting up positive working environment, as results of performing organizational citizenship behavior (Eissenstat & Lee, 2017).

Organizational Citizenship Behavior Mediating Effect for Self-Control to Life Satisfaction

Prior research conducted by Tu et al. (2016) supports this study, stating that anxiety, sadness, or despair can impair individual's sense of self-control and decision-making ability, therefore social support is needed by person who wish for satisfaction in his/her life. Furthermore, individuals with high-level of self-control have prosocial tendency, conducting prosocial behavior, and performing organizational citizenship behavior in the form of helping others, which in time correlates with increased life satisfaction (Dou et al., 2019).

Managerial Implications

This research explored a structural model that evaluate the relationship between life satisfaction, altruism, self-control, and organizational citizenship behavior among cooperative managers. It helps cooperative managers as well as the organization. Cooperative managers can finish their daily job efficiently by helping others outside their job description. Incumbent cooperative managers that help new managers at their job orientation will also get benefit such as better life satisfaction from their helping behavior. Positive working environment that established from performing task together results in managers working with comfortable, content, and satisfied feeling at cooperatives, hence increasing managers' loyalty to the organization.

Limitations

There are some limitations in this study. First, the samples collected for this research is limited to cooperatives in Yogyakarta City. Cooperatives is an organization form that have non-profit principles, so its organization cultures relatively different from profit-oriented organizations. Therefore, more research should be conducted in another form of organization and larger sample size to portray the life satisfaction of managers accurately. Secondly, this study conducted data collection by using questionnaires as its instrument, hence respondents bias bound to happen. Further studies should be conducted in experimental or qualitative design to lower the bias' risk and to investigate more variables that affect life satisfaction in the workforce.

Conclusions

The research findings exhibit that organizational citizenship behavior positively affects life satisfaction and as a result, individuals who help the others will also get benefit for him/her self in the form of satisfaction with life. Secondly, altruism and self-control positively affect organizational citizenship behavior, hence a person needs altruistic motivation and carry out proper response before make a decision to help other people. Moreover, organizational citizenship behavior partly mediates altruism and self-control to life satisfaction, therefore workers that have positive personality and good self-discipline tend to perform organizational citizenship behavior and attained life satisfaction in return.

Suggestions

Life satisfaction felt by managers should be prioritized in the human resources management of the cooperatives since satisfied workers bound to work effectively and efficiently. As a non-profit organization, cooperatives should be managed professionally based on

managers' altruistic motivation, discipline, and togetherness as a result of strong bond between its members. Additionally, government through Cooperatives, Small, and Medium Enterprise Office can utilize this study for its supervising and cooperative training policy in the form of collaborative training design between beginner and experienced managers, so that more and more cooperatives management performed in professional manner.

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