In recent years, the increasing division of knowledge has led companies to combine different employees into groups and form cross-functional teams to complete work. To get along peacefully with others, employees need to develop a relationship based on reciprocity. This form of behavior is known as organizational citizenship behavior between colleagues. Past research has not fully clarified the relationship between employees' group cohesiveness, organizational identification, and organizational citizenship behavior. Therefore, this study empirically examines the relationship between group cohesiveness and organizational citizenship behavior. On the one hand, the study controlled for three variables: job satisfaction, job involvement, and gender, to clarify the independent variable's effect on the dependent variable. On the other hand, the study used organizational identification as a moderator to test the conditional relationship between the independent variable and the dependent variable. The study used a questionnaire survey method, collecting 238 effective questionnaires. The quantitative data were analyzed using descriptive statistics, Pearson's correlation, and regression analysis. The research results were as follows:

1. Group cohesiveness was positively related to organizational citizenship behavior.
2. Group cohesiveness was positively related to organizational identification.
3. Organizational identification was positively related to organizational citizenship behavior.
4. The relationship between group cohesiveness and organizational citizenship behavior was mediated by organizational identification.

Finally, based on the framework and evidence, the study proposes several suggestions for management practice and ongoing research.

Keywords: Group Cohesiveness, Organizational Citizenship Behavior, Organizational Identification
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