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Factors Influencing Organizational Citizenship Behavior in an Organization (A Literature Review)

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ABSTRACT

This article contains a literature review on the factors that affect Organizational Citizenship Behavior in an organization. The scope used is based on the science of Human Resource Management. The method of writing articles is to use the library research method sourced from online media such as Google Scholar, Mendeley, and other online academic media. The results of the article in Literature Review are that: 1) Employee performance is one of the main factors in Organizational Citizenship Behavior, 2) Job satisfaction is the second factor that affects Organizational Citizenship Behavior, 3) Organizational culture is the third factor that affects Organizational Citizenship Behavior.

Keywords: Organizational Citizenship Behaviour, Employee Performance, Job Satisfaction, Organizational Culture

1. Introduction

Organizational Citizenship Behavior (OCB) or behavior that arises on the initiative of an individual is one part of the science of organizational behavior that is still widely used as a reference or benchmark in assessing employee performance. This is based on the explanation of Smith C et al. (1983) that the OCB attitude arises on the basis of job satisfaction and work environment factors or to respond to organizational actions that cause the behavior to arise at the will of the individual. OCB can be said to be behavior in a complex phenomenon that appears as an important part of human behavior in the workplace. In aggregate or overall, this discretionary behavior seems to have a beneficial impact on the organization. Podsakoff et al. (1997) explained that empirical studies on OCB behavior have resulted in the assumption that this behavior can increase effectiveness in work groups or organizations. A literacy study conducted by Farobi et al. (2024) concluded that job satisfaction, competence, and leadership factors apparently influence OCB behavior. Based on these findings, researchers are interested in conducting a study on the factors that influence *Organizational Citizenship Behavior* (OCB) in an organization. The difference from previous studies, the author focuses on other variables, namely employee performance, job satisfaction, and organizational culture.

2. Literature Review

2.1. Organizational Citizenship Behavior (OCB)

According to Agus & Santosa (2009) , *Organizational Citizenship Behavior* (OCB) is a voluntary attitude or behavior that is visible and observable and is based on a dominant motive. Bayu Putra & Fitri (2021) added that *Organizational Citizenship Behavior* (OCB) is an individual initiative behavior that is not related to the formal *reward system* by the organization, but in aggregate or overall its impact can increase effectiveness within the organization. Individuals with OCB behavior are certainly very rare. Therefore, finding the right person with OCB behavior in an organization is not easy because organizations need not only people who are better educated or talented. However, there are other psychological factors that can underlie the relationship between a person or individual and their organization. According to Podsakoff et al. (2000) , the dimensions of OCB consist of *Altruism* , *Conscientiousness* , *Sportsmanship* , *Courtesy* , and *Civic Virtue* . Beberapa penelitian terdahulu mengenai *Organizational Citizenship Behaviour* (OCB) adalah sebagai berikut (Al Mansouri et al., 2018; Anwar, 2021; Das, 2020; Dery Wijaya et al., 2023; Dubey et al., 2023; Farobi et al., 2024; Finkelstein, 2011; Guiling et al., 2022; Gupta, 2022; Harvey et al., 2018; Jasim et al., 2015; Khaola & Rambe, 2021; Langdon et al., 2024; Mallick et al., 2014; Marunduri et al., 2023; Mohapatra et al., 2019; Ng et al., 2021; Organ, 2018; Osman et al., 2019; Pradhan et al., 2016; Sara et al., 2023; Soraya et al., 2023; Suryadi & Foeh, 2022; Tagliabue et al., 2020; The & Sun, 2012; Thomas et al., 2019; Toga et al., 2014; Veličkovska, 2017) .

2.2. Job Satisfaction

According to Wiliandari (2019) , job satisfaction is a reflection of employee feelings towards their work. This is evident in the positive attitude of workers towards the work they face and their environment. Conversely, dissatisfied employees will have negative attitudes towards work in different forms from one another. Job satisfaction is the result of employee perceptions of the extent to which their work can provide such an emotional state. Sunarta (2019) added that job satisfaction is an attitude (action-cognition), a feeling of pleasure (expression-affection), or a gap between what has been obtained and what is expected. The happy attitude shown by someone at work is an expression because what is their responsibility has been carried out well and they feel satisfied with the results of their work. The measure of job satisfaction consists of two variations, namely based on feelings about work (affective or emotional) or cognition (cognitive). Affective job satisfaction represents an individual's emotional feelings towards work which reflects the level of pleasure or happiness towards work in general. Some studies on job satisfaction are as follows (Anggara & Nursanti, 2019; Lestari et al., 2018; Murphy et al., 2002; Ng et al., 2021; Nurrohmat & Lestari, 2021; Priyadi et al., 2020; Sara et al., 2023; Suryawan & Salsabilla, 2022; Wiliandari, 2019) .

2.3. Organizational Culture

According to Putri & Yusuf (2022) , in the context of organizational development, understanding the meaning of culture in organizational life is believed to be very relevant. Organizational culture is believed to be an asset. At least organizational culture plays a role as a sense for carrying out internal integration. Organizational culture also includes all existing symbols (actions, routines,

conversations, and so on) and the meanings given by members of the organization to various symbols. The meaning and understanding of organizational culture is achieved through the relationship between leaders (management) and employees. Organizational culture is a pattern and example consisting of beliefs, & values that give meaning to members of an organization and rules for members who behave in the organization. Organizational culture provides an understanding that its existence has quite a lot of influence because it has benefits for the sustainability of the organization. Conversely, if the organizational culture that is formed is negative, it will be an obstacle because it conflicts with the goals of the organization. Dery Wijaya et al. (2023) added that organizational culture is values, assumptions, assumptions, attitudes and behavioral norms that have been institutionalized and then manifested in appearance, attitudes and actions, so that they become the identity of a particular organization. Nezha (2014) explains that organizational culture is related to how employees perceive the characteristics of an organization's culture, not whether they like the culture or not. This means that culture is a descriptive term. Organizational culture is a shared perception held by all members of the organization. Here are some previous studies on organizational culture (Lubis, 2020; Meutia & Husada, 2019; Muis et al., 2018; Pasaribu & Arfusau, 2023; Siregar et al., 2022; Supardi & Aulia Anshari, 2022; Zahriyah et al., 2015) .

2.4. Employee Performance

Performance is one of the concepts in human resource management. The development of science and the level of competition has made research and performance measurement also crucial to pay attention to (Rizaldi, 2019) . Good employee performance is expected by the company to be able to compete with other companies so that it can be recognized that the company has quality performance (Soelistya et al., 2021) . The success or failure of employee performance that has been achieved by the organization will be influenced by the level of performance of employees individually and in groups. In other words, performance is a benchmark for saying that an activity is going according to plan or not. (Budiyanto & Mochklas, 2020) . Factors that influence employee performance consist of internal factors and external factors. Internal factors are factors that come from within a person that can influence a person's performance in carrying out their work, including: motivation and interests, talents, character, nature, age, gender, education, and experience, while external factors are factors that come from outside a person that can influence their performance, including: physical environment, facilities and infrastructure, rewards, atmosphere, policies and administrative systems (Suwindia & Wati, 2021) .

3. Research Methodology

The method of writing the article uses a qualitative method. The data collection method used is a literature study or *library research* . According to Trisliatanto (2020) , a literature study can be interpreted as a step to obtain information from previous research that must be carried out, regardless of whether a study uses primary data or secondary data. A literature study contains a systematic description of the literature review and the results of previous research that are related to the research to be carried out and is intended to show the current conditions of the field of science (*the state of the art*). Literature sources are obtained from books, journals, and other sources that are in accordance with the relevant literature to be used in research (Google Scholar, Elsevier, Mendeley). The studies discussed are in the scope of Human Resource Management (HRM).

4. Results

Based on theoretical studies and previous research or relevant empirical studies on *Organizational Citizenship Behavior (OCB)*, the discussion in this literature review article is as follows:

4.1. Employee Performance Influences Organizational Citizenship Behavior (OCB)

According to Dery Wijaya et al. (2023) , employee performance is a measure that can be used to determine the comparison of the results of the implementation of tasks and responsibilities given by the organization that can be used to measure work performance or organizational performance. Employee performance can be concluded as *the output* or work results of employees according to their duties and responsibilities to achieve organizational goals. Nezha (2014) added that employee performance is the result achieved by someone in carrying out the tasks given to him according to the established criteria. The work results achieved by an employee certainly have an important contribution to the company which is seen in terms of quality and quantity that are felt by both the company and the organization. Employee performance influences *Organizational Citizenship Behavior (OCB)* which is in line with research conducted by (Anwar, 2021; Astaginy et al., 2022; Boiral & Paillé, 2012; Gupta, 2022; Lestari et al., 2018; MacKenzie et al., 1993; Mallick et al., 2014; Saputro, 2021; Soraya et al., 2023; Ticoalu, 2015)

4.2. Job Satisfaction Influences Organizational Citizenship Behavior (OCB)

satisfaction can be defined as a positive feeling towards one's job which is the result of a characteristic evaluation. Job satisfaction is considered capable of encouraging the emergence of OCB behavior due to a great sense of satisfaction, speaking positively about the organization, helping other individuals, and performing beyond normal expectations. Job satisfaction has an effect on *Organizational Citizenship Behavior (OCB)* which is in line with research conducted by (Al Mansouri et al., 2018; Hasanah et al., 2023; Lestari et al., 2018; Mahayasa et al., 2018; Murphy et al., 2002; Ng et al., 2021; Priyadi et al., 2020; Putra & Dewi, 2016; Ristiana M, 2014; Sara et al., 2023; Suryadi & Foeh, 2022; Susilo, 2018; Triyanto, Agus. Santosa, 2009) .

4.3. Organizational Culture influences Organizational Citizenship Behavior (OCB)

Organizational culture plays an important role in the success of an organization. Organizational culture provides an identity for the organization and guides behavior within the organization which of course has an impact on the effectiveness of the organization. The relationship between organizational culture and OCB is related to each other. Organizational culture emphasizes values such as cooperation, commitment, and concern for the organization, so employees tend to be more motivated to demonstrate OCB behavior. Both will feel more attached to the organization and want to contribute more. Research on the influence of organizational culture on *Organizational Citizenship Behavior (OCB)* has been widely conducted and has a positive influence (Al Mansouri et al., 2018; Astaginy et al., 2022; Das, 2020; Jodie Firjatullah et al., 2023; Wardani Kusuma et al., 2004; Zahriyah et al., 2015)

5. Discussion

Based on the empirical study used, employee performance variables, job satisfaction and organizational culture are able to influence OCB behavior. OCB behavior actually arises from the free will of a positive nature that arises from individuals or employees. Organizational effectiveness increases with OCB behavior so that employees who have this behavior need to be retained. The limitation in this study is that there are still many other variables that need to be tested further in order to determine their influence on OCB behavior whether it is positive or negative.

6. Conclusion

In accordance with the theory used and its discussion, factors that influence *Organizational Citizenship Behavior* (OCB) such as employee performance, job satisfaction and organizational culture have an influence and are interrelated with each other. Employee performance has a positive influence on OCB behavior, job satisfaction has a positive influence on OCB behavior, and organizational culture has a positive influence on OCB behavior.

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