

A SYSTEMATIC LITERATURE REVIEW OF THE DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract: *Organizational Citizenship Behavior (OCB) as behavior that goes beyond job descriptions, will emerge if driven by various factors. These factors can come from within the individual or organization. The purpose of this study is to analyze the factors that influence OCB. The research method used is qualitative, where researchers conduct literature searches to dig deeper into the variables that are thought to influence OCB. The journals collected and analyzed are national and international journals. The results of the study show that the variables that influence OCB are Employee Engagement, Transformational Leadership, Organizational Commitment, Organizational Climate, Organizational Culture and Job Satisfaction. Because of the importance of OCB for organizational performance and effectiveness, organizations must strive for their human resources to be willing to demonstrate OCB, and organizations need to encourage the emergence of Employee Engagement, practice Transformational Leadership, maintain organizational commitment of all human resources, create a conducive organizational climate, implement organizational culture that is the basis for achieving goals and create HR job satisfaction.*

Keywords: *Employee Engagement, Transformational Leadership, Organizational Commitment, Organizational Climate, Organizational Culture and Job Satisfaction, Organizational Citizenship Behavior, Systematic Literature Review*

Introduction

In its operational activities, the Company requires human resources. Human resources (HR) are very important to the Company. As the driving force of a company, human resources play a crucial role. They are assessed not only by their performance, which is determined by their job description, but also by the extra-curricular roles they perform. Extra-role behavior is defined as a role outside the job description, such as a willingness to help coworkers. Human resources with this role are very valuable to the company, because they are willing to go beyond the usual work. This role is known as Organizational Citizenship Behavior (OCB), which is a voluntary effort carried out by employees that is not explained in the job description or recognized by the formal reward system. (Bismala et al., 2023).

OCB is influenced by several factors, namely Employee Engagement (Bismala et al., 2023), transformational leadership (Nurjanah et al., 2020)(Bismala et al., 2023)(Andiningtyas et al., 2025)(Gedifew & Taye, 2025), meanwhile (Febrika & Suhana, 2024) found a positive but insignificant effect, and (Fahreza et al., 2023) concluded that transformational leadership does not influence OCB behavior. (Farizah & Muliawaty, 2024) who conducted research on state civil servants found that transformational leadership only explained a small part of OCB behavior. Transformational leaders not only direct, but also inspire followers to go beyond personal interests for the common good, so that they are able to inspire their subordinates to demonstrate

OCB. Transformational leaders can motivate employees to do work beyond their demands to form OCB behavior in the organization (Rahmansyah, 2022).

Transformational leaders can motivate employees to do work beyond their demands to form OCB behavior in the organization. For subordinates, getting inspiration is very important and impactful, because subordinates need real examples, not just orders. (Budi et al., 2024) who conducted research on teachers stated that increasing teacher OCB can be done effectively through increasing transformational leadership practices, programs to improve the quality of work-life balance, and increasing teachers' organizational commitment. OCB as behavior beyond job descriptions, will emerge if driven by various factors. In the context of self-determination theory, it shows that a person will behave in a certain way because it makes him like it, or is challenged by a certain behavior. OCB is done because it makes him like it, challenged to behave beyond the job description. A person who demonstrates OCB is based on his commitment to the company or place he joins (Irnandi et al., 2023)(Yanti & Supartha, 2017).

The higher the commitment, the more employees will show OCB (Budi et al., 2024). Workers who have high organizational commitment will work more, want to help more often and can coordinate with other coworkers (Lubis, 2021). But, (Chabib & Wahyuningsih, 2022) found that organizational commitment had no effect on OCB. Organizational commitment is positive but not significant mempengaruhi OCB (Takdir & Ali, 2020). The results of this study simultaneously prove that all aspects of organizational commitment show a significant influence on OCB, but partially only normative commitment shows a positive and significant influence on OCB, meaning that if an employee has a high normative commitment, then the employee will also have a high OCB (Halimsetiono & Santosa, 2021).

The performance of OCB by employees is also driven by the organizational climate (Sarianti & Ramadhi, 2023). It is necessary to create a conducive organizational climate for employees to encourage the desire to demonstrate extra-role behavior. A conducive organizational climate makes employees feel that they support each other in doing their work and facing problems, thus creating a desire to do more for the organization.

Job satisfaction is also an important factor that encourages OCB, where employees who feel satisfied with their work will demonstrate OCB in their organizational life (Takdir & Ali, 2020)(Fitri & Endratno, 2021)(Yanti & Supartha, 2017). Job satisfaction itself comes from the work itself, coworkers, leaders, work environment and compensation received. Because OCB has a large influence and benefits in increasing organizational effectiveness and performance, research is needed to explore the factors that influence it, so that organizations can respond to and improve the quality of the factors that influence OCB. Therefore, this study aims to explore the factors that influence OCB, by reviewing relevant journal articles.

Method

This research is a literature research that analyzes the relationship between variables from research journals, both national and international journals. The variables used are:

1. Organizational Citizenship Behavior
2. Employee Engagement
3. Transformational Leadership
4. Organizational Commitment
5. Organizational Climate
6. Organizational Culture
7. Job Satisfaction

In this study, the author conducted a literature review process with the following stages:

1. Researchers conducted a reference search using the keywords Employee Engagement, Transformational Leadership, Organizational Commitment, Organizational Climate, Organizational Culture, Organizational Citizenship Behavior and Job Satisfaction
2. Conducting journal article selection based on the relationship between the research variables used. The reference sources come from national and international journals. This aims to enrich the references used.
3. Conduct a review of the journal articles that have been collected
4. Draw conclusions from the literature review that has been carried out

Result and Discussion

Organizational Citizenship Behavior

OCB can be said to be discretionary behavior, not included in formal job descriptions, making a positive contribution to work and coworkers, showing active participation in work, thus making a positive contribution to organizational performance (Bismala et al., 2024). OCB is a collection of interpersonal behaviors with the aim of benefiting society, demonstrated by the extra-role behaviors of altruism and civic virtue and in-role behavior (conscientiousness) (Kao, 2017). OCB includes helping coworkers, cheerfully obeying orders, avoiding complaints about work, keeping a tidy workspace, speaking well of the organization to outsiders, minimizing social conflict, and being careful with organizational resources (Mascarenhas, 2017). Employees with OCB are valuable employees. When organizations treat employees well, often by focusing on the intangible aspects of work—such as trust, respect, and caring—employees reciprocate by engaging in behaviors beyond their role (Rose, 2016). Similarly, when a supervisor takes the time to mentor a subordinate or provide constructive feedback, the employee participates in this exchange by offering effort that goes above and beyond what is minimally required of them (Rose, 2016).

OCB actions are free and without coercion, because they are not required by job requirements or a series of responsibilities clearly required by a contract with the company, but are an individual decision (Lubis, 2021). OCB is motivation that arises from oneself to carry out additional tasks outside the responsibilities that have been set by the organization in order to increase the overall effectiveness of the organization (Ahmadya et al., 2024). OCB is voluntary behavior that goes beyond formal duties without direct rewards, but significantly increases organizational effectiveness. OCB is an individual choice that is not regulated by a formal reward system and provides a positive contribution without negative consequences if not implemented. Therefore, OCB is an important factor in enriching the work environment and improving overall organizational performance (Ahmadya et al., 2024). OCB is voluntary, outside of work obligations, not formally ordered, and does not expect rewards or recognition. These behaviors can have a positive impact on the effectiveness of the organizational environment that is not usually involved and is not listed in job descriptions (Lestari et al., 2025) Employees who demonstrate OCB attitudes will contribute to the company's development by increasing employee productivity, strengthening teamwork, improving daily management functions, and increasing employee morale (Lestari et al., 2025). Encouraging employees to demonstrate OCB is very important for organizations.

Employee engagement and Organizational Citizenship Behavior

Employee engagement is the process of involving employees at all levels of the organization in decision-making and problem-solving (Nur et al., 2021). In engagement, organizational members utilize themselves fully in active work roles by mobilizing personal energy into physical, cognitive, and emotional ones (Rich et al., 2010; Sugianingrat et al., 2019).

Engagement can increase the breadth of activities considered to be part of their role, and therefore, engaged individuals do not distinguish between activities that reflect task performance and OCB when they make choices about how to allocate their physical, cognitive, and emotional energy at work – they simply throw themselves fully into their role, which they understand can contribute to their effectiveness (Rich et al., 2010). Employee Engagement in the social Exchange Theory (SET) context explains that employees choose to engage themselves to varying degrees in response to the resources they receive from their organization (Sharma & Kumra, 2020). SET believes that employees work because there is value exchanged in it. Pekerja lebih terlibat untuk bekerja dalam situasi yang memberi mereka lebih banyak kebermaknaan psikologis dan keamanan psikologis, dan ketika mereka lebih tersedia secara psikologis (Saks, 2006). Employee Engagement is usually defined as a constructive emotional and intellectual environment that leads employees to exert their efforts enthusiastically for their organization (Tufail et al., 2016), positive psychological condition of employees to actively invest themselves in their roles and organizations (Rurkkhum & Bartlett, 2012). On the other hand, it is said that employee engagement is the level of commitment and involvement of an employee towards his organization and its values (Mani, 2011; J, 2014). OCB is influenced by many variables, including employee engagement. Engagement has a positive and significant effect on OCB components (conscientiousness, civic virtue, courtesy, altruism, sportsmanship) among female academic staff (Tufail et al., 2016). Research by Bruce Louise Rich et al. (2010) found that employees who demonstrated higher levels of engagement were found to contribute to their organizations with higher levels of individual task performance and OCB. Sugianingrat et al. (2019) (Salahuddin et al., 2025)(Suprayitno & Sutarno, 2021) also found that employee engagement has a significant effect on OCB.

Transformational Leadership and Organizational Citizenship Behavior

Leadership is defined as the process and actions taken by leaders to influence and develop the capacity of employees to act and behave as desired by the leader/organization (Nur et al., 2021). Leaders are seen as a central part of driving an organization because all work policies and procedures implemented by leaders in the organization will shape perceptions, culture and will also influence the organization in the future (Meiyani & Putra, 2019). Leaders are required to provide more inspiration and challenges in their work so that employees can produce more creativity in solving problems related to their work (Yunanto et al., 2021). Leaders act as mentors or coaches by reaching out to others and helping team members develop skills to reach their potential (Hapsari et al., 2021).

The leadership style used is different for each employee depending on the style that suits the employee and depending on the amount of direction, empowerment, and power in decision making (Nurani et al., 2021). Leadership means inspiring and empowering others to strive for personal development and shared success (Nguyen & Pham, 2020). Employees can follow the directions and orders of their leaders because they are driven by the attitude of trust from subordinates to their leaders, especially leaders who have good morals and are ethical in making decisions (Nurani et al., 2021).

Transformational leaders inspire followers to achieve extraordinary results by providing meaning and understanding (Boerner et al., 2007).

Transformational leadership is a leadership style that encourages employee happiness and positive attitudes (Fahreza et al., 2023). A transformational leader acts as a catalyst who translates subordinates' motivation into commitment and their commitment into outstanding performance, helps staff learn new approaches, creates new standards (Bacha & Kosa, 2022). Transformational leaders are leaders who have high abilities, wisdom, integrity, full attention

and concern for the people around them. Transformational leaders delegate authority to followers to think of, generate, and execute any ideas, highlight the importance of working together in performing collective tasks, often seek followers' participation in group work, and provide opportunities to learn from shared experiences (Bismala et al., 2023). This leader fosters trust, loyalty, and respect, and pays attention to employee needs and respects employee rights. This type of leader also encourages employees to express ideas and helps develop employees' maximum potential (Lestari et al., 2025). Transformational leadership has a significant relationship with OCB because this leadership style motivates and inspires employees to go beyond their formal obligations (Lestari et al., 2025). Many previous studies have confirmed the influence of transformational leadership on OCB (Boberg & Bourgeois, 2016; Dartey-Baah & Addo, 2019; Nurhidayati et al., 2021; Hapsari et al., 2021).

Organizational commitment and Organizational Citizenship Behavior

Organizational commitment reflects the degree to which an individual identifies with the organization and is committed to its goals (Yanti & Supartha, 2017). Employees tend to reciprocate positive experiences in an organization by behaving consistently with the organization's goals and processes (Bismala & Manurung, 2021).

Organizational members can be more actively involved in their work if they have a high organizational commitment (Heryudanto & Suratman, 2022). Organizational commitment is a work attitude that shows the desire, willingness, devotion, loyalty and strong belief of employees to remain part of the organization (Lestari et al., 2025). If an employee has a high normative commitment, then the employee will also have a high OCB (Halimsetiono & Santosa, 2021). Employees who have a high level of organizational commitment want not to leave the organization, work as well as possible, and feel a sense of belonging to the organization, so they will voluntarily do something that benefits the organization (conscientiousness)(Halimsetiono & Santosa, 2021).

Organizational commitment involves members' desire to remain part of the organization, acceptance of the organization's values and goals, and a sincere effort to achieve those goals (Ahmadya et al., 2024).

OCB is influenced by organizational commitment (Sesen & Basim, 2012; Eom & Yang, 2014; T. Kim & Chang, 2014; Uddin et al., 2018; Utami et al., 2021). Because OCB plays an important role and has a significant impact in schools for all stakeholders, it is important to have teachers with a high commitment to the school (Sesen & Basim, 2012).

However, research by Uddin et al. (2018) placing organizational commitment as an intervening variable in the relationship between employee engagement and OCB. This means that if employees have a high commitment to the organization, they will be engaged with the organization, so they will be willing to show OCB. Meanwhile, Alshaabani et al. (2021) only examines affective commitment in its influence on OCB.

Organizational climate and Organizational Citizenship Behavior

Employees often perceive the atmosphere and conditions of the work environment in the organization, which includes how policies, systems, and work interactions are perceived in daily activities, which affects them in behaving in organizational life. This is known as organizational climate. A comfortable and conducive organizational climate tends to lead to employees feeling job satisfaction, and impacts increased extra role behavior (OCB)(Sarianti & Ramadhi, 2023). Employees will perceive the work climate as good if capable of providing good and mutually supportive inter-employee relations, there are well-being and safety in working in the

organization, the presence of a solid work team and mutually supportive, there is mutually understanding communication, as well as a fair assessment system. The more conducive the organizational climate that employees perceive, the more employees willing to perform extra roles in his organization. If employees feel helped and supported by a solid work team, then employees will be willing to help their colleagues complete their work.

Organizational culture and Organizational Citizenship Behavior

Organizational culture is a set of shared values, beliefs, norms, and assumptions that guide the behavior of members within an organization, distinguish it from other organizations, and facilitate internal and external adaptation to achieve goals. It is assumed that corporate culture will influence employees' sense of engagement, identification, and ownership towards the organization. Corporate culture is pervasive in nature and powerful as it encourages or inhibits change in organizations. Culture also plays a vital role in determining how well an employee fits into the organizational context (Bismala & Manurung, 2021). Organizational culture positively and significantly influences OCB (Ningrum & Mayalangi, 2022)(Noor et al., 2024)(Nugroho et al., 2024)(Safitri et al., 2023)(Lathifatunnisa, 2025) (Cecilia et al., 2025). However, the research conducted (Anggraeni et al., 2024) concluded that organizational culture has no effect on organizational citizenship behavior. The culture instilled in the organization is very important to stimulate OCB behavior. Organizations that implement mutual assistance behavior, even outside of work, will make this a value that serves as a shared guideline, thereby improving Organizational Citizenship Behavior.

Job satisfaction and Organizational Citizenship Behavior

Job satisfaction is an abstract and subjective emotional state about work, personal satisfaction from their work or work that includes attitudes or cognitions of work involved (B. Kim & Kim, 2020). Job satisfaction is more of a reaction to a particular job or various features of a job (Sesen & Basim, 2012). People who are satisfied with their jobs and feel good about it should be able to act more effectively and to achieve higher performance than those who are dissatisfied with their jobs and who invest energy in coping with negative emotions (Kašpárková et al., 2018).

A worker's satisfaction will have a positive impact on the company, so that job satisfaction becomes a factor that is considered by the organization to get maximum work results. If an employee feels satisfied with his work, of course he will try his best with the abilities he has in completing his tasks and responsibilities (Yanti & Supartha, 2017). Job satisfaction will reflect an employee's feelings towards his/her job, which is shown by the employee's attitude towards his/her job and everything in his/her work environment (Yanti & Supartha, 2017). Good relationships with coworkers, high salaries, good working conditions, training and educational opportunities, career development, or other related benefits can increase employee satisfaction (Bismala & Manurung, 2021).

If teachers have a high level of satisfaction, they are more likely to demonstrate OCB, because OCB plays an important role and has a significant impact in schools for all stakeholders, it is important to have teachers with high satisfaction in schools (Sesen & Basim, 2012). Job satisfaction is also one of the reasons for teachers and employees to carry out OCB. Job satisfaction influences OCB (Djatola & Hilal, 2022)(Zahra & Siregar, 2023)(Amelia & Puspitadewi, 2023)

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