

The Factors Influencing Organizational Citizenship Behavior

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Abstract: *The purpose of this literature review is to investigate factors that influence Organizational Citizenship Behavior (OCB) by conducting a review of research journals published in the last ten years. Journals are obtained through Google Scholar, EBSCO, and academia. The results show that not all personality dimensions have a positive or negative relationship with OCB. Transformational leadership is able to enhance OCB, but the relationship is also mediated by Interactional Justice and can also be moderated by psychological empowerment. Besides, factors that can influence OCB is Employee Engagement and organizational commitment with person-environment (P-E). However, OCB is not influenced by gender.*

Keywords: *organizational citizenship behavior, personality, leadership*

Introduction

A group or organization should have adequate resources to advance and develop the organization. In this modern era, progress and competition run tightly. In order to compete in the current globalized world, competent resources are needed. One of the available resources is human resources (HR), which is an important resource compared to other resources. However, HR is not considered as an important factor in a company or an organization in recent years. It is proven by the fact that many factories have replaced HR with sophisticated technologies to run the company. One thing that needs attention is that technology is very useless if no one creates and operates it (Veli, 2017).

Organizational behavior is human behavior that is closely related to phenomena that affect the work of individuals, teams, and groups in an organization influencing the results of the works. This behavior aims to improve the effectiveness and efficiency of an organization. In an effort to develop the company/organization, HR should have high motivation to perform tasks outside their main tasks to survive in the challenges in the digital age.

In this case, Veli (2017) stated that many people disagree with the requirements in employment. It is because, in a certain job, there are not only written job descriptions but also unwritten job descriptions that must be performed. The unwritten job descriptions include the ability to work together, to help each other, and to provide advice, active participation, loyalty, communication, willingness to provide extra services to the customers, and willingness to use the work time effectively. In this case, the extra work done voluntarily is a behavior called Organizational Citizenship Behavior, which is a pro-social behavior (Husniati & Pangestuti, 2018; Veli, 2017). Therefore, it is necessary to know what factors influence Organizational Citizenship Behavior to create a developed and developing organization.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is an individual behavior outside the responsibilities and job description which is implemented to improve the effectiveness and the function of an organization. This behavior aims to make the importance of organization as a priority, yet it is done voluntarily without expecting any rewards (Organ, 2009; Husniati & Pangestuti, 2018; Aldeg & Raschke, 1997; Zhang, 2011; Zhang, 2011). According to Organ, Podsakoff, & B.MacKenzie (2005), there is an extra-role performance so it can be inferred that OCB and extra-role have similarities. Veli (2017) divided OCB into 5 dimensions, they are: 1) altruism, a helping behavior carried out by an individual in an organization related to the tasks; 2) conscientiousness, paying attention to something in more detail so that the problems can be minimized in terms of time and organizational rules; 3) courtesy, respect and courtesy towards others; 4) sportsmanship, being tolerant to the conditions that are not ideal for individuals, also being able to accept changes and adaptable; 5) civic virtue, having an interest and enthusiasm to participate in organizational development.

Williams & Anderson (1991); Patki & Abhyankar, (2016) have made two OCB factor models. The first is Organizational Citizenship Behavior aimed at Individuals/Colleagues (OCBI) which is headed to individuals/colleagues, and the second is Organizational Citizenship Behavior directed at the Organization (OCBO) that is individual behavior for the organization itself.

Review Procedure

Data was collected from papers that are available in E-journals databases, for instance, Google Scholar, EBSCO, APA, SAGE journals, and Emeraldinsight. The requirement for the papers used is that the journals must have been published during the last ten years. The dependent variable (Y variable) in this research was OCB. The keyword applied to find the suitable papers

was “Organizational Citizenship Behavior (OCB)” and obtained 19 papers that met the criteria.

Results and Discussion

In recent years, there have been various studies related to OCB. From the searching process, 19 papers met the criteria set by the researcher. The sample in this study includes 5475 people in total from various backgrounds such as workers, academicians, and athletes. The characteristics used have existed in OCB and the factors that could influence OCB itself. From the journals, the results are described below:

Organizational Citizenship Behavior (OCB) with Personality Factors

In an OCB with big five personalities, Mosalaei et al. (2014), Mushraf, Al-Saqry, and Obaid (2015) discovered that openness to experience has a positive correlation with OCB and makes it as one of personality factors that can improve OCB. Patki and Abhyankar (2016) strengthened this statement by mentioning that openness to experience is the strongest determining factor in OCB. As a result, it can be concluded that when the openness to experience is higher, the OCB will also improve.

Meanwhile, Mosalaei et al. (2014) and Mushraf et al. (2015) mentioned that there is a positive correlation between agreeableness with OCB dimensions (Altruism, Conscientiousness, Courtesy, Sportsmanship, and Civic virtue), but this correlation is mediated by openness to experience and extraversion (Patki & Abhyankar, 2016). However, Singh & Singh (2009) had a different view since the results of their research stated that agreeableness is only related to 4 dimensions of OCB, namely altruism, conscientiousness, courtesy, and sportsmanship, while civic virtue does not correlate with agreeableness. On the other hand, Leephaijaroen (2016) disagreed with Singh & Singh (2009). He argued that civic virtue correlates with agreeableness, while courtesy does not correlate with agreeableness.

Discussing the dimension of conscientiousness, Singh & Singh (2009) stated that there is a significant correlation among OCB dimensions. The opinion was strengthened by the research conducted by Mosalaei et al. (2014) and Mushraf et al. (2015) who state that there is a positive correlation between conscientiousness and OCB. However, Patki & Abhyankar (2016) mentioned that both agreeableness and conscientiousness are also mediated by openness to experience and extraversion. However, these results are different from the research conducted by Leephaijaroen (2016), who stated that conscientiousness only fulfills three dimensions of OCB, such as altruism, conscientiousness, and civic virtue.

Furthermore, according to the research of Mosalaei et al. (2014) about the personality dimension of extraversion, resulted that there is no correlation between extraversion and OCB. However, the study conducted by Purba et al. (2015) and Patki &

Abhyankar (2016), gave an opposite result to the research of Mosalaei et al. (2014) by revealing that there is a correlation between extraversion and OCB. In line with the previous study, Mushraf et al. (2015) discovered that extraversion has a positive correlation with OCB. This is also reinforced by the research of Singh & Singh (2009), who discover that extraversion is a determining factor of OCB. These results reveal that individuals who have extraversion personality are likely to have high OCB as well.

On the other hand, another personality factor that influences OCB is neuroticism. Based on a study undertaken by Singh & Singh (2009), neuroticism has negative effects on 3 (three) dimensions of OCB, such as sportsmanship, courtesy, and altruism. The research of Mosalaei et al. (2014) and Mushraf et al. (2015) also revealed a negative correlation between neuroticism and all dimensions of OCB so that when neuroticism is low, the OCB dimensions will be high and vice versa. Different from the previous study, research conducted by Leephaijaroen (2016) acknowledged that neuroticism is only related to 2 (two) OCB dimensions, which are courtesy and civic virtue.

Apart from the personalities included in the Big Five Personality dimension, there is another personality dimension that affects OCB called resilience. Based on the research of Paul et al. (2016), it was found that there is a positive correlation between resilience and OCB. Besides, the correlation between resilience and OCB is mediated by organizational commitment. Also, based on research by Caillier (2014), it was found that self-efficacy can increase OCB.

Organizational Citizenship Behavior (OCB) with Leadership

Stating that transformational leadership has a significant correlation with sharing knowledge and trust, transformational leaders could improve OCB by showing trust to their subordinates to create significant opportunities in influencing their works (Lin & Hsiao, 2014; Jha, 2014; Caillier, 2014). This theory illustrates that in an organization, a leader with transformational leadership has a strong contribution to organization development. On the other hand, in his research, Carter et al. (2014) stated that the correlation of transformational leadership with OCB is mediated by the race that has been introduced through Interactional Justice. In the study conducted by Jha (2014), it is known that psychological empowerment could moderate the correlation of transformational leadership with OCB. In addition, Babcock-roberston & Strickland (2010) stated that charismatic leadership has a positive effect on OCB. In line with the correlation between these two variables, work engagement also functions as a mediating variable. Some of the results of the study revealed that the mechanism of charismatic leadership conducts a full mediation with work engagement variable.

In contrast to the 4 (four) studies above, a study from Khan & Abdul (2012) resulted that the leadership

style does not have a significant correlation with OCB, but one factor that could improve OCB is the presence of managerial coaching that can improve OCB, both OCBI and OCBO for employees. In addition, the correlation of managerial coaching with OCB is mediated by thriving at work. The presence of managerial coaching could improve OCB by becoming a facilitator to provide coaching activity to improve the performance of subordinates (Raza, Ali, Ahmed, & Ahmad, 2018).

Organizational Citizenship Behavior (OCB) with Motives and Motivations

Rioux & Penner (2001), in their paper, divided OCB into two types, namely OCBI and OCBO. The strongest motive in OCBI is pro-social value, while the strongest motive in OCBO is an organizational concern. It can be concluded that motives have an important role in OCB. Besides, individual behavior could be affected by motivations as well. The individual motivations that could influence OCB are intrinsic motivations and extrinsic motivations. However, in terms of influencing OCB, the effect of intrinsic motivation is greater than extrinsic motivation. Besides, organizational commitment also mitigates the correlation between extrinsic motivation and OCB (Ibrahim & Aslinda, 2014).

Organizational Citizenship Behavior (OCB) with Other Factors

Apart from leadership, personality, and motivation factors, the employee engagement factor also correlates with OCB. In a study conducted by Ariani (2013), it was found that there is a positive correlation between employee engagement and OCB. Employee engagement is an individual's enthusiasm for doing the tasks. Therefore, when employee engagement is high, OCB is also being improved. According to the research by Farzaneh et al. (2014), there is another correlation between organizational commitments with OCB, and it is moderated by person-environment (P-E). Chen & Kao (2012), in their study, discovered other factors that can increase OCB, such as professional commitment, psychological contract, and work values. The research also discovered that the correlation between work values and OCB is mediated by professional commitment and psychological contracts. However, there is another finding mentioned that gender does not have any influence on OCB so that the standard of OCB does not differ between men and women (Ariani, 2013).

Conclusions and Recommendations

This literature study concludes that factors that can affect OCB can be divided into two, namely internal and external factors. Internal factors include personality, motives, and motivation, while external factor includes leadership.

For further research on the same topic, it is suggested to deepen the variable of OCB by dividing it

into two variables; they are OCBI and OCBO. It is also expected to look deeper into the factors related to the OCB dimension in-depth, not in general.

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