

Organizational Citizenship Behavior

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ABSTRACT

This study aims to analyze the concept of civic behavior of individuals who do things outside of their job descriptions so that the organization can have superior performance. Several studies related to organizations state that OCB is beneficial for organizations, although in its development it has different measurement dimensions. This study describes the definition and understanding of OCB, the antecedent variables of OCB for organizations, the relationship between OCB and performance, as well as criticism of the OCB concept.

Keywords: OCB, definitions, dimensions, antecedents, criticism

1. INTRODUCTION

The measure of an organization's productivity is not only influenced by system factors, technology, and procedures but also factors within the individual as the controller of the organization. One of the factors in the individual that determines the progress of the organization is voluntary or discretionary behavior, which is behavior outside the individual's formal job description as a member of the organization but can increase the effectiveness of organizational functions [1][2][3]. Individual voluntary or discretionary behavior is commonly referred to as *organizational citizenship behavior*.

If each individual in the organization develops OCB, it will be an added value, because OCB can increase the effectiveness and efficiency of organizational resources through individual helping behavior [4][5], increasing the organization's competitive advantage and customer satisfaction and loyalty [6][7][8], as well as reducing employee turnover rates [9]. This has become the attention of experts regarding the importance of growing OCB in organizations, considering that organizational success is largely determined by individual performance. How individuals develop constructive behavior is largely determined by their relationship with other individuals in the organization, both superiors and co-workers [10][11]. Positive relationships in the work environment will also affect individual behavior such as actively giving advice and being more motivated [12].

Apart from being an important construct for the

relationship between individuals and organizations, OCB is also a dynamic study. Some previous literature states that OCB is needed by organizations and has a contribution to organizational productivity [13], maximizing the efficiency and productivity of employees and organizations [2], which in turn contributes to the effective functioning of an organization [14]. Individuals who display OCB also have a greater tendency to commit to the organization [15][16].

Based on the above opinion, it can be concluded that OCB is beneficial for organizational entities as a whole, individuals, and customers. This behavior is useful because it includes positive actions, such as helping colleagues, complying with organizational rules, not easily complaining about work and the situation at hand, and talking good things about the organization to outsiders [17]. This study aims to provide a description of the meaning of OCB, the dimensions in OCB developed by several researchers, identify the variables that affect OCB, as well as the variables in the organization that are influenced by OCB.

2. DEFINITIONS OF OCB

The notion of OCB was first introduced by Barnard (1938), who described the construct of civic behavior as *willingness to cooperate* [18]. Barnard defines OCB as, "...for organizational goals to be achieved, employees must have the willingness to make an effort in contributing to the cooperative system" [19]. This concept implies the importance of individual behavior contributing to the organization,

so that the organization can achieve its goals effectively. This behavior is not part of an individual's job duties, but if done can benefit the organization. The opinion of Barnard also explains that the behavior of individuals not only contributes to the achievement of organizational goals, but also to maintain the organization in a cooperative atmosphere [20]. According to Barnard, differences in individual abilities are not a reason not to carry out these extra behaviors, for example individual initiatives or voluntarily taking extra responsibilities [19].

The OCB construct as, “*as important behaviors that extend beyond official role requirements and that often do not occur in response to formal reward systems for differential individual performance*” [21]. Katz's opinion emphasizes that OCB is a concept of individual self-development that has an impact on the achievement of organizational goals. The concept of self-development refers to spontaneous and innovative behavior carried out by individuals outside of their job descriptions, although they have no effect on the reward system but are beneficial to the organization [19][22]. Katz and Kahn state that individuals should be encouraged to engage in spontaneous and innovative behavior that goes beyond the formal call of duty, to help the organization survive [18][23].

OCB is defined as, “*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate prompts the effective function of the organization*” [24]. The definition presented by Organ emphasizes discretionary behavior (free), namely behavior that cannot be forced based on one's role or job description. According to Organ, discretionary behavior is an individual's free choice, if it is not done then the person concerned will not be punished or sanctioned but if it is done it can help the organization achieve its goals [25][26].

Organ proposed five dimensions of OCB [27], namely:

1. *Altruism*, an individual's voluntary act of helping coworkers with work problems.
2. *Conscientiousness*, individual behavior to comply with work and organizational regulations, such as the accuracy of attendance rates and not wasting work time.
3. *Civic virtue* is defined as constructive involvement in work processes in the organization, such as attending meetings, and discussing with colleagues about issues facing the organization.
4. *Courtesy*, refers to behavior that prevents problems between individuals by respecting the opinions of colleagues.
5. *Sportsmanship*, attitude and behavior that can

accept the situation under any conditions, and provide support when the organization is facing problems.

According to Organ [17][28] to encourage individuals to have discretionary behavior, organizations should take into account the provision of rewards (*rewards*) either directly or indirectly (such as job ratings, promotions and so on), considering that rewards can shape individual motivation [12]. Eastman (1994) states that extra-role behavior is very much needed and appreciated and must be accounted for through the provision of rewards (*rewards*), and better performance appraisals [29][8].

Van Dyne, Graham, and Dienesch [30] generally define OCB as no different from other experts, namely the presence of extra behavior beyond standard sizes in individual job descriptions. In contrast to Organ, Van Dyne places more emphasis on extra-role behavior, which can be distinguished from in-role behavior. Van Dyne emphasized that job descriptions are often used as a standard in measuring performance, while in some organizations *extra-role* behavior is needed and appreciated and calculated through the provision of *rewards* [31].

Van Dyne suggests a three-pillar model in describing OCB as the relationship between individuals and organizations[29], including:

1. *Loyalty behavior*, individual loyalty to the values of the organization and placing the interests of the organization above his personal interests.
2. *Obedience behavior*, individual actions to comply with regulations, policies, and work processes in the organization. Individual.
3. *Participant behavior*, individual behavior actively participates and is involved in organizational affairs, such as attending meetings, and providing extra effort for the organization (working overtime or attending additional training).

Another conceptualization of OCB was also developed by Williams and Anderson [32], who divided OCB into two categories, namely OCB-O and OCB-I. OCB-O is defined as behavior that directly benefits the organization, for example devoting extra effort to improve organizational performance such as extra working hours. In contrast, OCB-I is defined as behavior that directly benefits the individual, but indirectly and ultimately benefits the organization. OCB-I refers to individual behavior related to relationships and cooperation with colleagues [33].

Podsakoff [18] states that the implementation of OCB tends to maximize organizational performance,

so management needs to understand the concept of OCB and its related aspects. The purpose of understanding the aspects that affect OCB is solely to generate individual motivation to be able to demonstrate organizational citizenship behavior. In measuring OCB, Podsakoff further expands the understanding in the dimensions of *sportsmanship*, namely the behavior of individuals who do not easily complain because of uncomfortable situations and conditions, and try to maintain a positive attitude even though something does not go as desired [34].

Podsakoff developed seven dimensions to measure OCB, which include:

1. *Helping behaviors*, individual spontaneous actions to help co-workers and prevent difficulties at work.
2. *Organizational compliance*, having respect for organizational rules and policies and implementing them even without monitoring or sanctions.
3. *Civic virtue* reflects the individual's sense of belonging to the organizational entity which is reflected through active participation in organizational activities and meetings.
4. *Individual initiative*, individual behavior voluntarily innovate to achieve better results.
5. *Sportsmanship*, an attitude that is not easy to complain in dealing with situations at work, even if the situation is not comfortable.
6. *Organizational loyalty*, refers to individual loyalty to the organization in an unfavorable situation, as well as saying good things about the organization to outsiders.
7. *Self-development*, individual willingness to improve knowledge and skills so as to benefit the work process in the organization.

Although there are different terms in naming indicators for the OCB dimension, there are similarities in meaning and purpose between construct categorization.

Table 1. OCB Dimensions

Organ (1988)	Podsakoff et al. (2000)	Dyne et al., (1994)	Williams dan Anderson (1991)
Altruism	Helping behaviors	Participant behavior	OCB-I
Courtesy			
Conscientiousness	Organizational compliance	Obedience behavior	OCB-0
	Individual initiative		
Civic virtue	Civic virtue		
Sportsmanship	Sportsmanship		
	Organizational loyalty	Loyalty behavior	
	Self-development,		

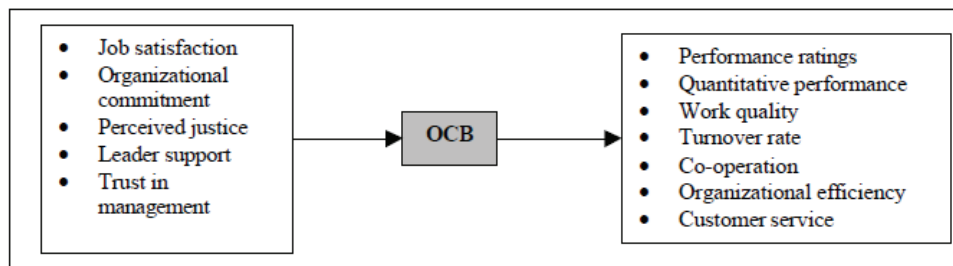
Source: Data processed

3. ANTECEDENT OF OCB

Previous research on OCB has mostly focused on four main categories of antecedents, namely (1) individual characteristics, such as individual attitudes and behavior, commitment to the organization; (2) task characteristics, such as feedback, work routines, job

satisfaction; (3) organizational characteristics, such as group cohesiveness, perceived organizational support; and (4) leadership behaviors, such as perceived leader support [18][35][36].

Table 2. Antecedents and Consequences of OCB



Source: Swaen and Maignan [25]

Job satisfaction was found to have a positive relationship with performance and OCB, and in turn have a significant impact on the level of individual absenteeism and employee turnover rate (turnover) [37]. Locke (1969) defines job satisfaction as a pleasurable affective condition based on a person's assessment of the job or other things that facilitate the job [38]. Based on this opinion, it can be concluded that job satisfaction is an individual's affective (emotional) reaction to his work and can affect individual behavior in the organization. Individuals with high job satisfaction are more likely to have OCB, and have a tendency to remain in the organization [39].

Along with job satisfaction, organizational commitment is also considered an antecedent of OCB. Organizational commitment is conceptualized as acceptance and strong belief in organizational goals, as well as the individual's desire to maintain membership in the organization [30][40]. Individuals who have a

strong commitment to the organization will have behavior that does not depend on formal reinforcement or rewards. In other words, individuals who are committed to the organization will do more so that the organization can achieve its goals [41].

Perceptions of organizational justice describe individual perceptions of fairness in organizations, and reactions that show how these perceptions affect OCB. Perceptions of organizational justice refer to the individual's attitude whether the organization has done justice in terms of resources (procedural justice), whether individuals are sufficiently respected, given training, or responsibilities (distributive justice), and whether individuals have been treated fairly by superiors (interactional justice). [42]. Based on the social exchange theory developed by Blau (1964) [43] states that differences in economic and social exchange can affect individual perceptions of justice, as well as encourage employees to evaluate their relationship

with the organization as a form of social exchange.

Leadership seems to have a strong influence on individuals to have OCB. Martin, Thomas, Legood, and Russo [44] state that one of the leadership models that has an influence on OCB is the leader member exchange (LMX), namely leadership that emphasizes the quality of superior and subordinate relationships. Leader member exchange is the ability of a leader to exchange information with subordinates as co-workers, and is based on reciprocal relationships [45][46]. This theory focuses on the quality of the two-way relationship between leaders and subordinates, if the quality of the relationship is good it will have a positive impact on the behavior of subordinates.

4. OCB AND ORGANIZATIONAL PERFORMANCE

Several studies have stated that OCB has been shown to have a positive impact on organizational effectiveness [26], organizational commitment [47], and employee performance [19]. This indicates that individuals who have OCB, will ultimately improve organizational performance. Individuals who have OCB tend to get a better performance evaluation assessment by management [15], this is because individuals who have OCB are considered more profitable for the organization, interact more with other individuals in the organization, or there is a perception of being more committed to the organization through behavior. volunteer.

According to Podsakoff [18], individuals who develop OCB on average reduce deviations in the quantity of work by about 19 percent, reduce deviations in customer service (customer satisfaction and customer complaints) by about 38 percent, improve performance by more than 18 percent, and increase efficiency in financially about 25 percent. In this case, the dimension of helping behavior is the key to increasing each performance indicator [13]. This study proves that OCB has a positive impact on individuals and organizations, increases individual productivity through assistance provided by individuals, saves resources because individuals obey work procedures, and provides opportunities for superiors to focus on other problems because individuals can be invited to work together. On the other hand, OCB can also be a social capital for organizations to compete, because individuals in the organization can interact and communicate better so that information dissemination among organizational

members is more accurate and efficient [21].

5. CRITICISM OF OCB

Some researchers question the role of OCB as motivation that really arises from individuals to help co-workers [49], because individuals who have OCB tend to need a lot of time and energy to help co-workers thereby reducing their own task performance [50]. It is stated that OCB is solely an individual initiative that depends on one's work environment conditions, if the conditions of the work environment according to individual perceptions are very supportive, the individual will display positive behavior, and vice versa [51].

Another view states that individuals who develop OCB place more emphasis on the feedback received from the organization and colleagues. Individuals will have OCB if the organization and co-workers can appreciate the extra-role behavior of the individual, on the contrary if the organization and coworkers do not respect this behavior it will damage motivation and disrupt work relationships [52][53].

Klotz and Bolino [50] stated that OCB will decrease if individuals feel that promotion opportunities in the organization are very small or even non-existent, or after individuals get promotions. This opinion also strengthens, that OCB is solely carried out only to manage a positive impression and to get a better performance evaluation from superiors and co-workers [54]. Individuals who do OCB often intend to get rewards (such as better performance appraisals), as well as to get a positive impression from superiors and coworkers [55].

6. CONCLUSION

OCB describes a variety of individual actions that go beyond their job descriptions, and are often aimed at the benefit of the organization. In other words, OCB is not included in the formal job description but is rather an individual's personal choice to do so.

A review of the concept and definition of OCB in general has the same meaning and purpose, but has various differences in its dimensions and indicators. OCB antecedent variables are factors that can increase or inhibit individual performance levels in organizations, this is revealed from various empirical studies that there is a positive relationship between OCB and organizational performance [19][19]. For

organizational leaders, the main implication of the study of OCB is knowing the antecedent variables and being able to grow OCB in individuals.

Although there are criticisms of OCB, the role of OCB is important in increasing individual and organizational productivity as well as communication between individuals within the organization. Thus, OCB can be categorized as a tool to understand togetherness and help organizations achieve their goals.

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