

## **Antecedents and Outcomes of Organizational Citizenship Behavior in Human Resource Management**

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**ABSTRACT:** *This study was a literature review focusing on factors related to organizational citizenship behavior in various types of organizations. The researcher used Google Scholar to search for academic articles related to their interests, which they then analyzed to obtain the conceptual framework of the study as the final result. According to the results of the study, there are three key factors affecting organizational citizenship behavior, including job satisfaction, organizational commitment, and leadership skill. Three outcomes of this organizational citizenship behavior were employee retention, work performance, and organizational performance. The researchers suggest that organizations should pay attention to these important factors related to organizational citizenship behavior. This focus will result in the organization achieving sustainable operations due to the dedication of its employees.*

**KEY WORD:** *Organizational Citizenship Behavior, Job Satisfaction, Organizational Commitment, Leadership, Employee Retention, Work Performance, Organizational Performance*

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Date of Submission: 10-12-2022

Date of Acceptance: 25-12-2022

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### **I. INTRODUCTION**

Human resource management is one of the most important aspects of running any kind of organization around the world. Because human resources are considered a very valuable thing in the organization. The organization can be driven by human resources that have the right characteristics. These attributes include both concrete and abstract things such as attitudes, personality, ideas, decision-making, success-orientation, effective performance, and objective achievements. Having human resources dedicated to the organization is critical to its sustainable success. Employees who perform duties and responsibilities beyond the command of a leader are critical to the success of an organization and are employees that organizations must keep with the organization as long as possible. The manner in which an employee performs duties and responsibilities beyond the command of a supervisor is known as organizational citizenship behavior (OCB). Therefore, the study of organizational citizenship behavior is very interesting. The purpose of the study was to determine what factors influence organizational citizenship behavior and to understand the key outcomes of this behavior. After this study, the researcher will summarize the factors related to organizational citizenship behavior, which the results of this study will be useful for human resource management of the organization. Organization. Such benefits will happen to every organization whether it is a private organization or a government organization.

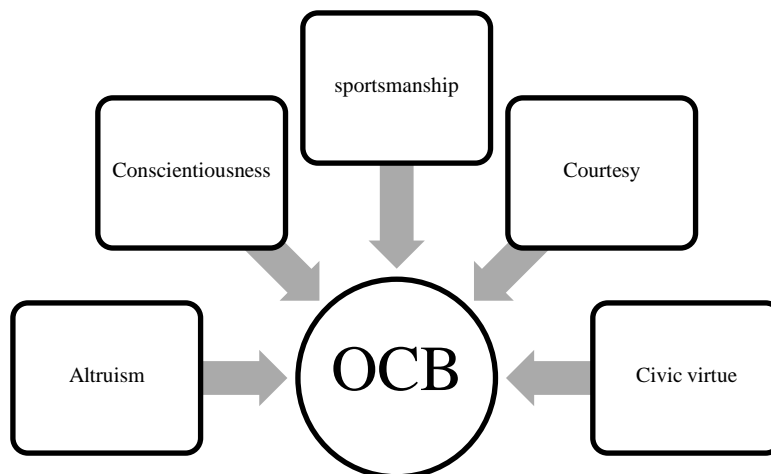
## II. LITERATURE REVIEW

This study was a literature review study in which the researcher looked for factors related to organizational citizenship behavior. The study will review the literature on both the factors influencing organizational citizenship behavior and the consequent factors of such behavior. The researcher conducted a search for relevant literature and research via Google Scholar, using keywords such as research article and organizational citizenship behavior. After the academic article has been obtained, the researcher will extract the research results to create a conceptual framework of the study that will eventually lead to the conclusion of this study.

### 2.1 Organizational citizenship behavior

Organizational citizenship behavior is personal behavior that involves making personal decisions without expecting any direct reward from the organization (Aksel, Serinkan, Kiziloglu, & Aksoy, 2013; Hemakumara, 2020; Ingrams, 2020; Magdalena, 2014; Ruhana, 2020; Shafazawana, et al., 2016). Organizational citizenship behavior is about voluntary behavior that is not forced by anyone in the organization (Aksel, Serinkan, Kiziloglu, & Aksoy, 2013; Magdalena, 2014). Previous studies revealed that this behavior of organizational citizenship behavior influences the success of the organization through the work of employees who exhibit this behavior in the organization (Aksel, Serinkan, Kiziloglu, & Aksoy, 2013; Fahmi & Permana, 2018; Hemakumara, 2020; Shafazawana, et al., 2016; Soelton, et al., 2020; Yildirim, 2014). The dimension of good organizational citizenship behavior consists of five aspects (Aksel, Serinkan, Kiziloglu, & Aksoy, 2013; Hemakumara, 2020; Romaiha, et al., 2019; Ruhana, 2020; Tambe & Shanker, 2014) as shown in Figure 1.

Figure 1: Dimensions of OCB



From the figure 1, the dimension of organizational citizenship behavior that consists of five aspects are as follows (Aksel, Serinkan, Kiziloglu, & Aksoy, 2013; Hemakumara, 2020; Mitonga-Monga, Flotman, & Cilliers, 2017; Lo & Ramayah, 2009; Soelton, et al., 2020; Yildirim, 2014):

- **Altruism:** This is about taking the initiative to help others in the organization solve the problems they are facing.
- **Conscientiousness:** This aspect involves working hard by working in excess of the minimum requirements set by the organization in order to do the best work possible.
- **Sportsmanship:** This aspect involves obeying and following the rules of an organization and includes enduring the tough conditions of work without complaining.
- **Courtesy:** This aspect involves being alert to work problems in advance by discussing and providing information to co-workers before problems arise.
- **Civic virtue:** This is about being cooperative and proactive in participating in corporate activities.

### 2.2 Job satisfaction

Job satisfaction is a very important job attitude of human resources in an organization (Hemakumara, 2020; Shafazawana, et al., 2016). It is the emotional and behavioral expression of employees towards their work, work environment and work life (Shafazawana, et al., 2016). It was found that many factors affect job satisfaction, such as salary, supervisor, promotion, co-workers, and the job itself (Soelton, et al., 2020). In summary, it was found that job satisfaction relates to the balance between employee expectations and the

benefits that the organization provides to employees (Hemakumara, 2020). Previous studies concluded that job satisfaction clearly affected organizational citizenship behavior (Hemakumara, 2020; Ingrams, 2020; Magdalena, 2014; Shafazawana, et al., 2016; Soelton, et al., 2020). The study of Unal (2013) pointed out that job satisfaction had a significant influence on organizational citizenship behavior. The study of Magdalena (2014) found that job satisfaction influenced the altruism aspect of organizational citizenship behavior. Also, the study of Hemakumara (2020) concluded that job satisfaction had a positive significant relationship with organizational citizenship behavior. In addition, the study of Soelton, et al. (2020) found that job satisfaction significantly influenced organizational citizenship behavior in business company in Indonesia. The study of Ingrams (2020) pointed out that job satisfaction had a significant effect on employees' organizational citizenship behavior. This consistent with the study of Geus, et al. (2020) who found that job satisfaction significantly affected employees' organizational citizenship behavior and consistent with Prasetio, Yuniarsih, and Ahman (2017) who concluded that job satisfaction significantly influenced employees' organizational citizenship behavior. However, the study of Taghinezhad, Safavi, Raiesifar, and Yahyavi (2015) found that job satisfaction had no effect on employees' organizational citizenship behavior in Iran.

### **2.3 Organizational commitment**

Organizational commitment is also a very important attitude of human resources or employees in an organization (Ruhana, 2020; Shafazawana, et al., 2016). According to Allen and Meyer (1991), organizational commitment consists of three key areas: affective, continuance, and normative commitments (Shafazawana, et al., 2016). Organizational commitment is very important to the operation of an organization. It is considered an important element in managing an organization to be successful. Building employee engagement with the organization will result in good performance and the results of the organization's goal achievement. Previous studies pointed out that organizational commitment significantly affected organizational citizenship behavior (Magdalena, 2014; Ruhana, 2020; Shafazawana, et al., 2016). The study of Alizadeh, et al. (2012) found that organizational commitment influenced organizational citizenship behavior. Also, the study of Ruhana (2020) concluded that organizational commitment significantly affected organizational citizenship behavior. This consistent with the study of Geus, et al. (2020) who revealed that organizational commitment significantly influenced employees' organizational citizenship behavior and consistent with the study of Taghinezhad, Safavi, Raiesifar, and Yahyavi (2015) who found that organizational commitment significantly affected employees' organizational citizenship behavior. In addition, the study of Prasetio, Yuniarsih, and Ahman (2017) concluded that organizational commitment significantly influenced employees' organizational citizenship behavior.

### **2.4 Leadership**

Leadership affects successful management of an organization. There are many different types of leadership, such as transformational leadership. Organizational executives need leadership that results in the organization's employees working effectively in accordance with the organization's goals. Previous studies found that leadership skills clearly affected employees' organizational citizenship behavior (Geus, et al., 2020; Ingrams, 2020; Nawaz & Gomes, 2018). The study of Ingrams (2020) concluded that the relationship between leader and employees had a significant influence on employees' organizational citizenship behavior. The study of Alizadeh, et al. (2012) found that leadership affected organizational citizenship behavior. Also, the study of Mani (2013) concluded that leadership styles significantly affected employees' organizational citizenship behavior. In addition, the study of Nawaz and Gomes (2018) pointed out that leaders who are able to create a good team atmosphere will result in higher organizational citizenship behavior in organization. And also, the study of Geus, et al. (2020) revealed that leadership skills had a significant influence on employees' organizational citizenship behavior.

### **2.5 Employee retention**

Employee retention is very important to organizations, especially those that want sustainable success. Employee turnover will result in many organizational costs such as time costs and monetary costs. Good management means an organization's effort to keep employees working for the organization as long as possible (Dash & Pradhan, 2014; Oussama & Jahari, 2016). The study found that employee retention correlates with the needs and motivation of employees in an organization (Dash & Pradhan, 2014). Previous studies found the relationship between organizational citizenship behavior and employee retention (Dash & Pradhan, 2014; Oussama & Jahari, 2016). The study of Dash and Pradhan (2014) found that employees' organizational citizenship behavior had a significant influence on employee retention. In addition, the study of Oussama and Jahari (2016) pointed out that organizational citizenship behavior can predict turnover intention. This means organizational citizenship behavior has an effect on employee retention.

## 2.6 Work performance

Human resources are essential to the success of an organization. Effective performance of each employee's responsibilities will ultimately contribute to the success of the organization. Employees are hired to work towards the goals of the organization. Therefore, devoting energy to performing such duties is of utmost importance. In addition to accomplishing their work, if employees can help their colleagues to work efficiently, it is a good thing for the management of the organization. Good organizational citizenship behavior is therefore one of the things that the organization should focus on and create this to happen in the organization for success. Previous studies found that organizational citizenship behavior had a positive influence on employees' work performance (Geus, et al., 2020; Yang & Chae, 2022). The study of Geus, et al. (2020) concluded that employees' organizational citizenship behavior had a significant effect on work performance. This consistent with the study of Yang and Chae (2022) who concluded that organizational citizenship behavior significantly affected task performance in South Korea.

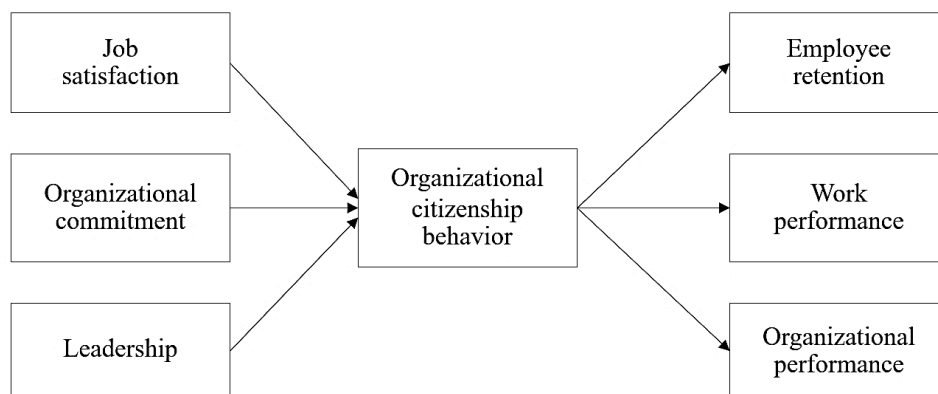
## 2.7 Organizational performance

The organization has set goals and operates according to those goals. The achievement of goals requires measuring the results of operations to determine the outcome of the organization. Business organizations need to generate financial results or competitiveness which is the key performance of the organization. Organizations to succeed well need human resources to perform tasks beyond the routine tasks set by the organization (Fahmi & Permana, 2018). Therefore, employees who voluntarily dedicate their energy to achieve organizational goals are very important resources of the organization. Previous research found that organizational citizenship behavior had a significant influence on organizational performance (Fahmi & Permana, 2018; Yaakobi & Weisberg, 2020). The study of Unal (2013) pointed out that organizational citizenship behavior affected organizational performance like organizational productivity. Also, the study of Fahmi and Permana (2018) found that organizational citizenship behavior influenced organizational performance. The study of Yaakobi and Weisberg (2020) concluded that employees' organizational citizenship behavior had a significant effect on organizational performance like organizational efficiency and creativity. These results mean that such behavior can predict the outcome of the organization.

### III. FINDINGS

According to the literature review method, researching variables related to organizational citizenship behavior, the conceptual framework of the study was obtained as shown in Figure 2.

**Figure 2: Conceptual Framework**



The conceptual framework of the study found that there are three main independent variables influencing organizational citizenship behavior: job satisfaction, organizational commitment, and leadership. From this conceptual framework, it was found that organizational citizenship behavior influenced three key outcomes: employee retention, work performance, and organizational performance.

### IV. CONCLUSION AND RECOMMENDATIONS

The researcher has studied the key factors related to organizational citizenship behavior, which is one of the important variables in human resource management in the organization. The study found three key factors contributing to organizational citizenship behavior, including job satisfaction, organizational commitment, and leadership skills. It also found three outcomes of employees' organizational citizenship behavior, including the retention of employees, work performance, and organizational performance. Therefore, the management of human resources in the organization should focus on managing these factors related to employees'

organizational citizenship behaviors for sustainable success. If the organization can operate based on these important factors, it is confident that it will have efficiency and good results that will certainly lead to the achievement of the set goals.

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Piyanuch Promprasert, et. al. "Antecedents and Outcomes of Organizational Citizenship Behavior in Human Resource Management." *International Journal of Business and Management Invention (IJBMI)*, vol. 11(12), 2022, pp. 50-54. Journal DOI- 10.35629/8028