The Determinants and the Outcome of Organizational Citizenship Behavior

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Abstract : *Efficient planning and management of human resources is vital for businesses and government organizations alike to ensure successful goal-oriented operations. As a result, for CEOs to effectively manage their organizations, human resource management is essential. The management of an executive's human resources is evaluated using a variety of criteria or indices, including leadership, working conditions, and organizational performance. The objective of this research is to examine the potential determinants of organizational citizenship behavior as well as the relationship between organizational citizenship behavior and performance. The researcher discovered three elements influencing organizational citizenship behavior variables based on the study's results and a review of prior literature: organizational commitment, job satisfaction, and leadership. Consequently, the researcher recommends that CEOs and organizations focus on three key factors—job satisfaction, organizational commitment, and leadership—that influence these three organizational citizenship behavior variables. Through the productive and successful work of the business's employees, these acts will lead to the success of the organization. In addition, the researcher discovered that organizational citizenship behavior factor significantly impacts the performance of the organization. Because organizational citizenship behavior influences organizational success through performance appraisal, organizational management should thus pay special attention to this factor.*

Keywords – *Organizational Citizenship Behavior, Organizational Performance, Leadership, Organizational Commitment, Job Satisfaction*

I.   INTRODUCTION

An indispensable thing in developing an organization to grow and succeed is the management of the organization's human resources. Whether it is a government organization or a business, it is necessary to plan and manage human resources to be efficient and have the ability to work successfully according to goals. Therefore, human resource management is a critical component of effective organizational management for leaders. There are many factors or indexes used to measure the management of human resources of executives, such as organizational performance, employee behavior in the organization, leadership, working environment, etc. Organizational performance is often used to evaluate an organization and its management team on how well they are doing to make the organization successful. Organizational performance is a key indicator of success that can be determined by a variety of metrics, including financial and marketing efficacy. Nowadays, scholars often mention that one factor that is important to organizational effectiveness is the organization citizenship behavior. This factor has been extensively studied in order to understand the organization's important factors in the behavior of organization citizenship behavior. Studies indicate that organization citizenship behavior has a significant impact on organizational performance. This study therefore aims to investigate whether there are any factors that influence organizational citizenship behavior and whether and how that organizational citizenship behavior affects organizational performance.

II.   LITERATURE REVIEW
1.   Organizational citizenship behavior

Academics frequently point out that a crucial component of organizational performance is the organizational citizenship behavior of the organization (Almenara & Avolio, 2017; Hidayah & Harnoto, 2018; Organ, 2018; Wang, 2016). This aspect has been thoroughly researched in order to comprehend the role that the organization plays in employee behavior toward the organization. People become more willing to assist coworkers in resolving work-related issues and clearing their backlogs as a result of these voluntary acts. The term "organizational citizenship behavior" refers to the voluntary actions of staff members to make a difference outside of their assigned duties and responsibilities (Guven, 2018). Employee courtesy pertains to their actions that promote harmony and help others avoid interpersonal conflicts (Boakye, et al., 2022). Organizational citizenship behavior is any voluntary action taken by an individual that is not expressly or directly acknowledged by the organization's official rewards program (Magdalena, 2014). Without employees acting as good citizens and exhibiting positive behaviors, organizations cannot survive (Almenara & Avolio, 2017; Boakye, et al., 2022). Employees that exhibit these kinds of behaviors exhibit organizational citizenship behaviors: (1) altruism, which is defined as discretionary assistance provided to colleagues or partners in matters pertaining to job tasks; (2) consciousness, which is defined as behavior that surpasses the minimal standard or expectation; (3) fair-play, which is defined as the propensity to put up with the inevitable annoyances and limitations associated with work without grumbling; (4) courtesy, which is defined as behavior that helps prevent problems before they arise rather than providing assistance to someone who already faces difficulties; and (5) civic virtue, which describes behavior involving involvement in organizational issues overall (Magdalena, 2014; Phuong & Dong, 2021; Tambe & Shanker, 2014).

Fig. 1 Five aspects of organizational citizenship behaviors

The two main tenets of OCB are altruism, or employees' voluntary actions to assist others, and compliance, or employees' intention to abide by organizational regulations (Lee, Kim, & Kim, 2013). Furthermore, the start of COVID-19 has made the working environment appear hazardous, but it is still necessary for employees to participate in organizational citizenship behavior (Boakye, et al., 2022). Several academics have proposed various elements, including job happiness, fairness, and trust or support from the business and leaders, to enhance employees' organizational citizenship behavior (Lee, Kim, & Kim, 2013). The study of Guven (2018) revealed the development and construction of organizational citizenship behavior are influenced by a number of significant aspects, including leadership traits, competency, job satisfaction, mental health, and organizational commitment. Research suggests that the performance of organizations is significantly

impacted by organizational citizenship behavior. Participating in OCB can significantly and favorably impact the overall performance of the organization (Almenara & Avolio, 2017; Amalia, Wahyuningsih, & Surwanti, 2021; Boakye, et al., 2022). One of the causes of low organizational citizenship employee behavior is incompatibility with coworkers. Other factors that indicate low organizational citizenship behavior (OCB) in employees include lack of job satisfaction, other interests during working hours, dissatisfaction with superiors and organizations, and a lack of communication among employees (Soelton, et al., 2020).

2. Organizational performance

Organizational performance is considered one of the important indicators that organizations use to evaluate organizational success. Most executives pay attention to this metric. Organizational performance is the degree to which a company uses its human, financial, and informational resources to effectively position itself on the commercial market (Contu, 2020). Goals and objectives are linked to the complex idea of organizational performance. It can be defined as an organization's ability to use its resources efficiently and deliver outcomes that are consistent with its goals (Leitao, Pereira, & Goncalves, 2019). Since strategic management is centered on performance improvement, it is envisaged that improved financial performance over the medium to long term will reflect organizational performance (Demeke & Tao, 2020). People are an organization's most precious resource, thus managing their effects well affects the organization's success as a whole (Leitao, Pereira, & Goncalves, 2019). Three distinct areas of firm outcomes are defined by Richard et al. (2015) as part of organizational performance: financial performance (profits, return on investment, return on assets, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value-added, etc.) (Doval, 2020). Product market performance, financial performance, and shareholder return are the three different types of firm outcomes that are included in organizational performance (Doval, 2020). It is important to keep in mind that the performance of each team member inside the organization affects the organization as a whole (Contu, 2020). Increased sales, efficiency, better production, return on investment, and quality improvement are the observable outcomes that indicate an organization's performance (Demeke & Tao, 2020; Doval, 2020). Businesses are beginning to realize that having a skilled workforce can provide them a competitive advantage. It's crucial to concentrate on HR practices that maximize these resources as a result (Nyathi & Kekwaletswe, 2023). A company that achieves organizational performance would surely benefit customers more (many discounts, broad choices), and employees will gain from competitive pay and a high possibility of advancement. Organizational performance is the result of combining financial outputs (like profit or market value), organizational results (like productivity or customer happiness), and human resource outcomes (like commitment or job satisfaction) (Nyathi & Kekwaletswe, 2023).

3. Organizational commitment

The achievement of the organization's objectives and the effectiveness of operations are directly impacted by a person's commitment to the organization. Furthermore, there is no denying that employees' dedication to the company has a direct impact on them. One of the topics that is debated the most in the workplace today is organizational commitment (Amran, et al., 2021). Organizational commitment is defined as an individual's psychological attachment to the organization, indicating the extent to which they have internalized or adopted the traits or viewpoints of the organization (Magdalena, 2014). According to research, employees who are committed to the organization are more likely to be devoted to it. Devoted workers take pride in their employment and do everything within their power to further the organization's prosperity (Alrowwad, et al., 2020). Conversely, a high turnover rate brought on by disgruntled employees will have an impact on the expense of human resource management as well as the effectiveness of work inside the company (Luz et al., 2018). The psychological attachment and participation of an individual with the organization is known as organizational commitment, and it is crucial to the success of the organization. It forecasts the behavior of organizational citizenship (Chib, 2016). The empirical study of Magdalena (2014) showed a strong correlation between organizational commitment and organizational citizenship behavior. The study of Guven (2018) pointed out the development of organizational citizenship behavior is influenced by organizational commitment.

4. Leadership

These days, a leader is the "key" to success for every organization that develops creative ways to solve problems and effectively completes its goals (Contu, 2020). It is critical to understand the leader role in leadership, strategy influence, performance evaluation, and resource management. An organization's leadership is ultimately accountable for performance since they are in charge of creating and carrying out the strategies and choices that will ultimately result in the achievement of the company's aims and objectives (Doval, 2020). Employees who feel trusted by their leaders are more likely to be given the freedom to choose for themselves. Leaders that have confidence in their subordinates treat them well and feel comfortable being honest with them. Employee trust in one another, in addition to leaders' faith in staff, contributes to a better overall work experience (Boakye, et al., 2022). The primary goal of management development is to foster managerial potential that will improve organizational performance, given the crucial role that managers play within an organization (Hooi & Payambarpour, 2016). The process of mutual influence between a leader and his followers is known as leadership. Over time, a leader and a follower have an impact on one another (Contu, 2020). The study of Boakye, et al. (2022) found that the leadership trust was also a strong predictor of organizational citizenship behavior prediction. The study of Guven (2018) and Wang (2016) found the development of organizational citizenship behavior is influenced by leadership traits. The study of Lee, Kim, and Kim (2013) found that the transformational leadership improved the organizational citizenship behavior of workers. The study of Arifin, Fuad, and Argadea (2021) showed that organizational citizenship behavior is significantly improved by leadership.

5. Job satisfaction

Job satisfaction is one of the most important work attitudes for human resources in a company (Hemakumara, 2020). It is the means through which employees express their attitudes and actions on their employment, environments, and working lives (Shafazawana, et al., 2016). When a person's needs are met at work, job satisfaction arises, and it is a measure of how well they are doing their task and their work environment (Magdalena, 2014). Numerous significant types of happiness exist, such as contentment with pay, contentment with job attributes, contentment with supervisors and colleagues, and contentment with professional advancement (Luz, et al., 2018). For human resource management in businesses, job happiness is crucial. It showed that high levels of employee commitment to the organization are contingent upon work satisfaction (Amran, et al., 2021). Workers who find significance in their work are typically more motivated, have higher job satisfaction, and have lower absenteeism and turnover intentions (Boakye, et al., 2022). According to Lizote et al. (2017), contentment can be defined as the emotion that results from contrasting one's expectations and actual receipt and resulting in either pleasure or disappointment. According to the study of Magdalena (2014), organizational citizenship behavior can be predicted by job satisfaction. The study of Lee, Kim, and Kim (2013) pointed out that organizational citizenship behavior is positively impacted by job satisfaction. The study of Guven (2018) revealed the organizational citizenship behavior is influenced by job satisfaction. In addition, the study of Soelton, et al. (2020) revealed that job satisfaction significantly affected organizational citizenship behavior.

III. RESEARCH FRAMEWORK

From the results of this study by reviewing past literature, the researcher found three factors affecting organizational citizenship behavior variables: job satisfaction, leadership, and organizational commitment. In addition, the researcher also found that organizational citizenship behavior factors have an important effect on organizational performance. From these results, the research concept can be created as shown in the Figure 2.
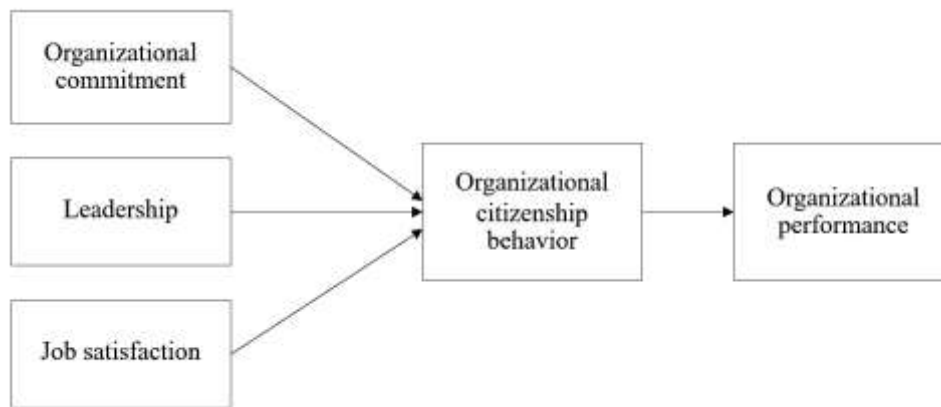
Fig. 2 Research framework

IV. CONCLUSION

Planning and managing human resources are essential for any organization, whether it is a government agency or a commercial enterprise, to ensure that it operates effectively and meets its objectives. Executives' human resource management is evaluated using a variety of criteria or indices, including leadership, working conditions, employee conduct inside the company, organizational performance, etc. Based on a review of previous research, the researcher identified three factors—organizational commitment, leadership, and job satisfaction—that influence organizational citizenship behavior variables. Therefore, the researcher suggests that organizations and executives should pay attention to important factors that affect these three organizational citizenship behavior variables, namely job satisfaction, leadership, and organizational commitment. These actions will result in the success of the organization through the efficient and successful work of the employees in the organization. Furthermore, the study discovered that organizational citizenship behavior factor have a significant impact on the performance of organizations. Organizational management should therefore pay close attention to organizational citizenship behavior factors because this factor will affect organizational success through the evaluation of organizational performance.

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