

Exploring the Impact of Organizational Citizenship Behaviour on Workplace Performance: A Literature Review

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ABSTRACT

The present study explores the growing need for a deeper understanding of organizational citizenship behavior (OCB) and its impact on workplace performance, particularly in the context of evolving work environments such as remote work and digitalization. While previous research has identified OCB as a critical factor in organizational success, there is a gap in addressing its future-oriented aspects and long-term implications for both individuals and organizations. This study aims to examine how shifts in modern workplaces influence OCB, with a focus on how leadership styles and employee expectations shape these behaviors. A comprehensive literature review reveals that while OCB has been extensively studied, there is limited research on its role in hybrid workplaces. Findings suggest that digital transformation and flexible work environments enhance certain OCB dimensions, like helping behaviors and innovation, but may reduce traditional face-to-face cooperation. The study highlights the need for organizations to adapt their leadership approaches to foster OCB in these new contexts, emphasizing the importance of rethinking strategies such as leadership development, employee engagement, and performance management systems to sustain the positive benefits of OCB in modern workplaces.

Keywords: Remote Work, Organizational Citizenship Behavior (OCB), Teleworking, Job Satisfaction, Work-life Balance

INTRODUCTION

Organizational Citizenship Behavior (OCB) is a critical aspect of workplace dynamics, characterized by voluntary actions that extend beyond formal job requirements, thereby enhancing organizational effectiveness and cohesion. OCB encompasses behaviors such as altruism, cooperation, and proactive engagement, which are not formally rewarded but significantly contribute to the overall functioning of an organization (Nadira, 2023; Gayatri & Emilisa, 2023). The importance of OCB is underscored by its positive correlation with productivity, teamwork, and resource optimization, which are essential for achieving superior organizational outcomes (Uma & Radhamani, 2022; Hossain, 2020; Zainuddin & Asaari, 2020). By fostering a culture that encourages such behaviors, organizations can create a more supportive and high-performing work environment, ultimately leading to enhanced success (Grego-Planer, 2019; Chiaburu et al., 2011; Vargas-Hernández & Vargas-González, 2022).

A comprehensive review of the literature reveals various conceptualizations of OCB, highlighting its significance across different organizational contexts. For instance, studies have identified job satisfaction and organizational commitment as key antecedents of OCB, suggesting that employees who are satisfied and committed are more likely to engage in extra-role behaviors (Zeinabadi, 2010; Fatoni et al., 2018). Furthermore,

the role of leadership styles, such as servant leadership, has been shown to positively influence OCB, indicating that effective leadership can cultivate an environment conducive to voluntary employee engagement (Nurbianta et al., 2022; Vargas-Hernández & Vargas-González, 2022). Additionally, the psychological contract between employees and employers plays a crucial role in shaping OCB, as fulfilling intrinsic needs can motivate staff to exhibit citizenship behaviors (Dwiyanti et al., 2021; Dwiyanti et al., 2022).

In the context of contemporary work environments, where adaptability and collaboration are paramount, the relevance of OCB has been amplified. The rapid pace of technological advancements and changing workforce expectations necessitate strong interpersonal relationships and effective team dynamics, both of which are bolstered by OCB (Yoon et al., 2016; Goudarzvandchegini et al., 2011). Research indicates that OCB not only enhances morale but also instills a sense of purpose among employees, which is vital for maintaining high levels of engagement and productivity (Ahmadi et al., 2016; Yang et al., 2023). Moreover, by encouraging a culture of cooperation and proactive problem-solving, organizations can better navigate challenges and improve their overall resilience (Dhammika, 2014; Fatoni et al., 2018).

This study identifies a critical gap in the literature on OCB. While previous research has covered various aspects of OCB, there is still a need for a more comprehensive understanding. This gap underscores the importance of further research to refine theoretical frameworks and improve practical applications.

The article is structured as follows: it begins with an introduction outlining the study's background and importance, followed by an in-depth literature review that situates the research. Next, the research gap is discussed in detail. The article concludes by outlining implications for future research and practice, summarizing the key contributions of the study.

LITERATURE REVIEW

Theoretical Foundations of OCB

Organizational Citizenship Behavior (OCB) has evolved significantly since its introduction by Bateman and Organ in 1983, where it was defined as voluntary actions that contribute to organizational success (Naghdi & Shatalebi, 2013). Over time, the definition and scope of OCB have expanded, emphasizing its vital role in enhancing workplace dynamics and performance. Organ's framework, developed in 1990, outlines five key dimensions of OCB: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Podsakoff et al., 2000). Recent studies have explored links between OCB and factors such as psychological empowerment and employee well-being, reinforcing its importance in modern organizational settings (Nurbianta et al., 2022; Hossain, 2020). This reflects the growing recognition of how behaviors beyond formal duties foster positive organizational culture and productivity (Yang et al., 2023).

Each dimension of OCB plays a crucial role in improving organizational effectiveness. Altruism involves voluntarily helping colleagues, which nurtures stronger interpersonal relationships and a supportive work environment (Podsakoff et al., 2000). Conscientiousness emphasizes adherence to rules and procedures, ensuring responsible task execution. Civic virtue, on the other hand, reflects active participation in organizational activities and broader organizational issues (Goudarzvandchegini et al., 2011). Together, these dimensions strengthen organizational culture, improve team dynamics, and enhance overall performance (Nurbianta et al., 2022; Hossain, 2020). Such behaviors make employees feel valued and motivated, leading to improved organizational outcomes (Kelloway et al., 2002).

OCB is essential for driving organizational success by fostering a positive work atmosphere and improving performance. It encompasses behaviors that go beyond formal job expectations, such as altruism, conscientiousness, and civic virtue, all of which align with organizational goals (Hossain, 2020). Employees who engage in OCB tend to have higher levels of commitment and morale, translating into increased productivity and teamwork (Dwiyanti et al., 2021). Additionally, organizational environments that encourage OCB promote open communication and collaboration, enhancing overall effectiveness (Podsakoff et al., 2000; Yang et al., 2023). Thus, cultivating OCB is critical for organizations seeking to enhance operational efficiency and workplace culture (Hossain, 2020).

Antecedents of OCB

Internal factors such as job satisfaction and organizational commitment play crucial roles in shaping Organizational Citizenship Behavior (OCB). Job satisfaction, which refers to the positive feelings employees have towards their jobs, significantly drives OCB. When employees are content in their roles, they are more likely to engage in voluntary behaviors that benefit the organization. As Devece (2024) emphasizes, the correlation between job satisfaction and OCB is evident in higher education settings, where satisfied employees often go beyond their prescribed duties to support organizational success (Jufrizen et al., 2024). Similarly, organizational commitment, characterized by an emotional attachment to the organization, fosters OCB by instilling a sense of belonging and accountability (Grego-Planer, 2019). This attachment encourages employees to contribute to the organization's objectives beyond their formal job descriptions (Uma & Radhamani, 2022; Dai et al., 2018).

External influences, particularly leadership styles and organizational culture, also significantly impact OCB. Leadership styles whether coercive, authoritative, or pacesetter affect how leaders inspire and engage their teams, shaping the overall climate of the organization (Grego-Planer, 2019). For example, ethical leadership has been shown to foster OCB by creating a supportive and encouraging environment for positive employee behavior (Nemr & Liu, 2021). Similarly, organizational culture, defined by shared values and practices, plays a crucial role in influencing employee behavior. A positive culture fosters collaboration and innovation, while a negative culture can lead to disengagement and increased turnover (Freire & Gonçalves, 2021). Recognizing the importance of these external factors is essential for organizations striving to build a work environment that supports long-term success and adaptability (Freire & Gonçalves, 2021).

Recent meta-analyses have further illuminated the intricate relationships between various antecedents and OCB outcomes. These studies demonstrate that factors such as psychological empowerment, job satisfaction, and organizational culture strongly influence OCB (Michel, 2016). For instance, Hartnell et al. (2019) found that empowered employees are more likely to engage in OCB, underscoring the role of empowering leadership in fostering supportive environments for discretionary behaviors (Zhang et al., 2020). The well-established link between job satisfaction and OCB also suggests that satisfied employees are more inclined to assist colleagues and contribute positively to the workplace atmosphere (Bakhri, 2024). Organizational culture further shapes these behaviors, motivating employees to engage in OCB when the culture is positive (Musringudin et al., 2021). These findings underscore the significance of internal and external factors and provide direction for future research on enhancing OCB within organizational settings.

Consequences of OCB

The connection between job satisfaction and individual performance is crucial for an organization's success. Employees who are satisfied with their jobs tend to exhibit higher performance levels due to increased engagement, motivation, and commitment to their tasks (Saad et al., 2022). Bakotić (2016) emphasizes that job satisfaction is a significant predictor of employee performance, as satisfied employees are more likely to contribute positively to team dynamics and overall organizational performance Heriyadi et al., (2020). Furthermore, studies indicate that satisfied employees are less likely to engage in counterproductive behaviors, which can detract from organizational effectiveness (Muchtadin, 2023). Ziegler et al., (2012) also highlight that higher job satisfaction correlates with lower turnover rates, allowing organizations to save on recruitment and training costs while maintaining a stable and experienced workforce. Thus, enhancing job satisfaction should be a primary focus for employers aiming to improve individual performance and achieve stronger organizational outcomes (Juari, 2023).

Team dynamics are another critical factor influencing organizational performance. Positive interactions among team members foster collaboration, engagement, and motivation, making employees feel valued, which in turn leads to higher productivity and job satisfaction (Ziegler et al., 2012). A healthy team atmosphere can stimulate creativity and enhance problem-solving abilities, directly contributing to the organization's overall success (Wang & Rong, 2015). Conversely, poor team dynamics characterized by conflict and ineffective communication can lower morale and productivity, ultimately hindering the achievement of organizational goals (Senen & Az-Zahra, 2021). Effective management of team dynamics is essential for creating cohesive teams

capable of overcoming challenges and driving the organization forward (Chuang et al., 2019; Paillé, 2010).

While Organizational Citizenship Behavior (OCB) can enhance workplace dynamics, it also presents potential downsides. Employees who frequently engage in OCB may experience burnout due to the emotional and physical demands of consistently exceeding their job responsibilities, particularly if their efforts go unrecognized or unrewarded (Walheiser et al., 2021). Johansson (2023) notes that this exhaustion can lead to decreased productivity and job satisfaction, potentially increasing turnover rates (Gonzalez, 2021). Furthermore, proactive employees may feel exploited when their willingness to assist and take initiative is taken for granted, fostering resentment and disengagement (Mikkelsen & Olsen, 2019). If organizations fail to acknowledge and support the extra efforts of these employees, they risk creating a culture of entitlement and unfairness, undermining the positive effects of OCB (Kolbe & Boos, 2019).

OCB in Various Contexts

Organizational Citizenship Behavior (OCB) manifests differently in public and private sectors due to their distinct goals and operational contexts. In the public sector, OCB is often driven by a sense of civic duty and a commitment to public service, resulting in generally higher levels of OCB compared to the private sector, where behaviors are frequently motivated by profit and individual recognition (Ingrams, 2018; Geus et al., 2020). Public sector employees tend to engage in OCB as part of their dedication to community welfare, while private sector employees may exhibit OCB primarily to enhance personal career advancement or improve team performance (Sharma et al., 2010; Kim, 2006). Additionally, factors like job stability and organizational culture in the public sector foster a more collaborative and stable environment that encourages altruistic behaviors (Yeo et al., 2013; Glińska-Noweś & Szostek, 2018). These distinctions highlight the need for sector-specific strategies to effectively promote OCB.

Cultural factors also play a crucial role in shaping how OCB is perceived and enacted across different environments. Cultural dimensions such as collectivism and individualism significantly influence employee engagement in OCB. In collectivist cultures, where teamwork and group harmony are emphasized, employees are more likely to engage in behaviors that support the collective good (Ghaus et al., 2018). In contrast, in individualistic cultures, personal achievements and self-advocacy may take precedence, thereby shaping OCB differently (Kim, 2006). Moreover, the cultural context affects how organizations recognize and reward OCB, which in turn influences its expression. Attitudes toward authority and hierarchy further impact OCB, as demonstrated by cross-cultural studies showing variations in OCB across different societies (K'osuri, 2020; Bolino et al., 2015). For organizations aiming to foster OCB, understanding these cultural dynamics is crucial for creating a supportive and inclusive environment.

The relevance of OCB has also expanded in virtual teams and digital work environments, especially as remote and hybrid work models become more prevalent. In these settings, OCB is exhibited through behaviors like proactive communication, assisting colleagues, and collaborative problem-solving, all of which contribute to team effectiveness (Ajlouni et al., 2020). Strong virtual leadership is critical for fostering OCB in digital environments, as it helps build a culture of trust and support, enhancing team cohesion and motivation (Glińska-Noweś & Szostek, 2018). However, challenges like ambiguity and reduced accountability in virtual work can negatively impact employees' psychological states, potentially diminishing their engagement in OCB (Finkelstein & Penner, 2004). Navigating cultural differences within virtual teams is also essential for improving satisfaction and performance (LePine et al., 2002). To foster OCB effectively in digital environments, organizations must develop thoughtful strategies to address these unique challenges.

Research Gap in Ocb Literature

Current research on Organizational Citizenship Behavior (OCB) faces notable limitations, particularly regarding its scope and contextual understanding. One key issue is the lack of cross-disciplinary studies, which restricts a broader comprehension of OCB beyond the fields of management and organizational psychology. This narrow focus may prevent researchers from exploring OCB's potential implications in other areas such as sociology, education, or public health, where its impact could be equally significant (Kerse, 2023). Additionally, much of the existing research is centered on Western contexts, potentially introducing cultural biases. OCB manifests

differently across cultures, and an over-reliance on Western-based models may limit the relevance and applicability of findings in non-Western environments (Podsakoff et al., 2009). As cultural factors play a crucial role in shaping OCB, this limitation highlights the need for developing universally applicable theories and practices (Wijaya & Purba, 2020).

Furthermore, longitudinal studies are essential for advancing the understanding of OCB's long-term effects. Such research allows scholars to observe how OCB behaviors and outcomes evolve over time, offering a more dynamic perspective on its impact. Longitudinal studies can reveal reciprocal relationships between OCB and key outcomes, such as employee well-being and job performance. For example, Reizer et al. (2021) found that OCB not only enhances happiness but also initiates a cycle where increased happiness encourages more OCB. Additionally, Eatough et al. (2011) emphasize the value of longitudinal designs in tracking how OCB's effects develop and influence management practices. By adopting this approach, researchers can generate more accurate insights into the sustainability of OCB's positive effects and uncover potential negative outcomes, such as burnout or fatigue (Lin & Peng, 2010), leading to more balanced and effective organizational strategies (Kerse, 2023).

Future Research Directions

The exploration of Organizational Citizenship Behavior (OCB) in the context of Industry 4.0 and increasingly automated workplaces reveals significant changes in the dynamics between employees and advanced technologies. As organizations integrate automation and artificial intelligence, understanding how OCB evolves in these environments is crucial for fostering a collaborative culture that enhances both individual and organizational performance. Research suggests that OCB can serve as a stabilizing force amid the uncertainties introduced by technological advancements, helping employees adapt and encouraging innovation (Senen & Az-Zahra, 2021). Furthermore, promoting OCB in these settings can strengthen workplace relationships, leading to higher job satisfaction and commitment, even in the face of automation challenges (Chung, 2015). As organizations navigate these technological shifts, emphasizing OCB will likely be essential for maintaining employee engagement and ensuring effective teamwork in automated environments (Alhashedi et al., 2021).

The role of gender and diversity in shaping OCB has gained increasing attention, as these factors influence how employees engage in extra-role activities. Studies suggest that gender can affect the types of OCB exhibited; for instance, women often engage in more communal and helping behaviors, while men may display more assertive forms of citizenship (Ameer, 2017). Additionally, diversity whether racial, cultural, or generational affects OCB by influencing interpersonal relationships and perceptions of fairness within organizations. As workplace diversity increases, it becomes imperative for organizations to create inclusive environments where individuals from all backgrounds feel valued and encouraged to contribute through citizenship behaviors. The interaction between diversity and leadership styles, particularly transformational leadership, can enhance OCB by fostering inclusivity and engagement across different groups (Klotz et al., 2017).

The study of OCB in hybrid and remote work environments is increasingly relevant as the modern workplace continues to evolve. Research highlights that employees in remote or hybrid settings face unique challenges and opportunities in exhibiting OCB compared to those in traditional, office-based roles. Remote workers often demonstrate OCB through virtual collaboration and by assisting colleagues on digital platforms, while hybrid workers must navigate their behaviors across both in-person and virtual settings (Bhatti et al., 2019). However, the absence of physical supervision and reduced visibility in remote work can lead to a lack of recognition for OCB, potentially affecting how supervisors and peers perceive these contributions (Chen et al., 2022). Furthermore, the flexibility and autonomy associated with remote work can either encourage or hinder OCB, depending on how individuals experience these conditions (Chen, 2024). These findings suggest that while OCB can thrive in remote and hybrid environments, the nature of these settings reshapes how and where these behaviors occur, emphasizing the need for adaptive management strategies.

CONCLUSION

Organizational Citizenship Behavior (OCB) plays a critical role in enhancing organizational effectiveness through voluntary, extra-role actions that are not formally rewarded but significantly boost group dynamics,

collaboration, and employee morale (Podsakoff et al., 1997). By fostering a positive work environment, OCB motivates employees to go beyond their job requirements, promoting cooperation and improving social interactions among employees. This, in turn, can help mitigate workplace conflicts and enhance organizational performance (Goudarzvandchegini et al., 2011). The importance of OCB is underscored by its ability to support both organizational adaptability and growth, making it a vital tool for strengthening team cohesion and overall productivity.

However, there is a growing need for research to focus on the long-term role of OCB in modern workplaces, particularly as organizations face evolving trends like technological advancements and shifting workforce expectations. Current literature largely examines the immediate outcomes of OCB but lacks insight into how it can be developed to align with future organizational goals. Studies indicate that forward-looking strategies can enhance key components of OCB, such as altruism and civic virtue, to ensure sustainable organizational benefits (Dwiyanti et al., 2021). Furthermore, the role of psychological contracts in shaping OCB, particularly the relational and transactional agreements between employees and employers, highlights an area ripe for exploration. By integrating OCB into high-performance human resource practices, organizations can amplify its positive impact on long-term effectiveness and employee motivation (Sun et al., 2007).

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