
Antecedent of Organizational Citizenship Behavior Leadership, Organizational Commitment and Organizational Culture

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Abstract

The current dynamics of the work need flexibility from human resource who are not only able to carry out tasks according to their job descriptions but also other additional positive behavior. This study aims to analyze the factors that influence the emergence of organizational citizenship behavior (OCB). This research uses a qualitative method, namely library research through searching for references that are in accordance with the variables reviewed using an electronic database in the 2018-2022 period which is contained in Google Scholar. The results showed that the variables of leadership, organizational commitment, and organizational culture were the antecedents of organizational citizenship behavior.

Keywords: Leadership, organizational commitment, organizational culture, organizational citizenship behavior

JEL Code: O15

1. Introduction

Human resources (HR) have an important role in achieving the goals of an organization. This happens considering that basically every organization needs human resources who are willing to work beyond expectations and not just carry out formal tasks. The current dynamics of the world of work require flexibility from existing human resources, including the willingness to do work that is not included in their job descriptions. On the other hand, organizations are required to have the responsibility to provide appreciation and comfort at work so as to enable their human resources to voluntarily show additional performance.

The explanation above is in accordance with what was conveyed by Goller and Dewi (2019) who said that the key to organizational success in achieving the goals as expected is to create synergy, namely the extent to which organizational members are able to contribute positively, both in planning and in the process of implementing tasks and responsibilities. as citizens of the organization to achieve organizational goals. Organizations must also pay attention to HR performance in order to be able to realize the goals that have been previously set, because HR is a driving force in an organization that is able to provide efficiency in managing an organization (Kumara and Utama, 2016).

However, of course it is not easy to generate positive behavior as desired by the organization. There are many factors that determine the emergence of positive behaviors from organizational members, such as wanting to help co-workers work, obeying rules and

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discipline (Malahayati, 2021). Organizational members who have these characteristics are often referred to as organizational citizenship behavior (Organ et.al, 2006).

Takeuchi et al., (2015) stated that organizational citizenship behavior (OCB) in the last three decades has received increasing attention from academics and practitioners, especially in further examining and analyzing the idea of this behavior and its effects on organizational behavior in general. OCB itself is defined as individual behavior that is free and voluntary where the behavior is not a requirement of a task or position that is clearly described according to the contract with the organization but rather a personal choice (Organ et al., 2016). Robbins & Judge (2009) mentions OCB as extra behavior that is not part of the formal work obligations of an organizational citizen, but supports company effectiveness.

Some researchers, such as lecturers and students, have difficulty finding relevant supporting references as a research basis for their scientific work. Even though relevant research articles are very important in the framework of developing theoretical studies, building hypotheses and when conducting discussions of the results of a study. This study will specifically discuss the study of human resource management literature on the factors that influence Organizational Citizenship Behavior based on aspects of leadership, organizational commitment and organizational culture.

Leadership factors play an important role and are needed to align various kinds of needs and also to create a conducive work situation (Matalatta, 2019). Leaders who apply a two-way communication pattern, provide easy-to-understand explanations that will cause organizational members to understand what should be done and what not to do. In addition, the involvement of organizational members in conveying their ideas will create a feeling of having a stake in company activities. This is what will trigger the emergence of an extra-role of organizational citizens at work that prioritizes the interests of the company and responsibility for the tasks assigned.

Several studies on the influence of leadership on OCB have been carried out by previous researchers. Setiani et al.'s research. (2020) on 62 employees of PDAM Tirta Kuningan Cirebon, Indonesia, proved that leadership has a positive influence on increasing OCB. This research is at least supported by other researchers who explain the influence of leadership on OCB (Kurniawan, 2021; Sari, 2022).

Beside from the leadership factor, another aspect that influences Organizational Citizenship Behavior (OCB) is organizational commitment. Organizational commitment can be interpreted as the attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization (Alwi, 2001). Sari et al (2021) said that organizational commitment is a real form of loyalty which can be seen from the extent to which employees pay attention, ideas, and responsibility in order to achieve organizational goals.

Strong organizational commitment is an encouragement for someone to become a loyal member of the organization or have high loyalty and work as much as possible for the benefit of the organization. Obviously, this situation has a very good impact on the achievement of organizational goals where the organization will get full support from its members so that they can focus on the goals set and can further improve OCB. In short, high organizational commitment will give birth to high OCB as well.

Empirically, several studies have shown that organizational commitment has an influence on OCB. Ismaillah & Prasetyono's research (2021) on 78 employees of the Indonesian Red Cross Blood Transfusion Unit Cab. Jakarta, Indonesia proves that organizational commitment has a positive effect on increasing OCB. This research is at least supported by other researchers

who explain the positive influence of organizational commitment on OCB (Halimsetiono & Santosa, 2021; Rulianti, 2022).

Another factor that influences the increase in OCB is through organizational culture. Organizational culture plays an important role for its members because a mutually agreed upon good culture can guide changes in attitudes and behavior of individuals in order to achieve work productivity (Ali et al., 2022). Organizational citizens with strong organizational culture internalization will encourage the emergence of good organizational citizenship behavior (OCB), namely extra-role behavior which is behavior that is formed outside of job descriptions or job descriptions of employees (Mangindaan et al., 2020).

Several empirical studies prove that organizational culture influences OCB. Research conducted by Zahreni et al. (2021) of 253 permanent employees who work in the Office of the Directors of PT. Perkebunan Nusantara III Medan proves that organizational commitment has a positive influence on the emergence of OCB. This research is at least supported by other researchers who explain the positive influence of organizational culture on OCB (Asrunputri, 2020; Arundita et al. (2021).

2. Methods

Researchers use qualitative methods and literature studies in writing this scientific article. The steps taken are to carry out theoretical studies and examine literature books that are in accordance with the theories reviewed, especially in the scope of human resource management (HRM). In addition, researchers also analyzed articles in both reputable and non-reputable scientific journals. All scientific articles are sourced from the Google Scholar electronic database by typing the keywords "leadership", "organizational commitment", "organizational culture", and "organizational citizenship behavior" in the 2018-2022 period.

The results of this reference search are then collected and studied according to the variables that have been previously determined. The study is carried out by reading the sections that are considered important, starting from the abstract section to the research results section and conclusions so that it can provide knowledge according to what is needed.

2.1. Conceptual Framework

Based on the formulation of the problem, theoretical studies, previous research and discussion of the influence between variables, Figure 1 shows the conceptual framework.



Source: Model development, 2023

Figure 1. Research Design

3. Result and Discussion

Table 1 shows the result of a review of the literature, articles, books or selected papers on leadership, organizational commitment, organizational culture and organizational citizenship behavior. It appears that almost all empirical research conducted by researchers found evidence that the variables of transformational leadership, organizational commitment and organizational culture have a positive effect on organizational citizenship behavior.

Table 1. Result of Review of the Literature, Article, Books, or Selected Papers

No.	Researcher (Year)	Title	Sample, sampling technique, & tool analyses	Result
1	Awanti et al. (2018)	Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja dan Komitmen Organisasi terhadap Organizational Citizenship Behavior (Studi Empiris Pada Karyawan Divisi Marketing PT. Indofood CBP Sukses Makmur)	81 people, saturated sampling, multiple linear regression	Partially and simultaneously, there are positive and significant effect of transformational leadership, job satisfaction, organizational commitment on Organizational Citizenship Behavior.
2	Triyanthi & Subudi (2018)	Pengaruh Komunikasi Organisasi, Kepemimpinan Transformasional dan Keadilan Organisasi terhadap Organizational Citizenship Behavior Serta Dampaknya pada Kinerja dan Komitmen Organisasional	37 people, census, SEM-PLS	The results of the study show that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior.
3	Christy et. al. (2018)	Pengaruh komitmen organisasional dan budaya organisasi terhadap organizational citizenship behaviour	70 people, census, multiple linear regression	The results of the study show that partial or simultaneous organizational commitment, organizational culture and organizational commitment influences organizational citizenship behavior
4	Mahardika & Wibawa (2019)	Pengaruh Budaya Organisasi Kepuasan Kerja dan Komitmen Organisasional terhadap Organizational Citizenship Behavior pada Karyawan	67 people, saturated sampling, multiple linear regression	Organizational culture, job satisfaction and organizational commitment have a positive and significant effect on organizational citizenship behavior
5	Hasanah (2019)	Dampak Kepemimpinan Transformasional dan Kepuasan Kerja pada Organizational Citizenship Behavior (OCB)	85 people, purposive sampling, multiple linear regression	Partially and simultaneously transformational leadership and job satisfaction have a positive and significant effect on OCB
6	Maulana, R. I. (2020)	Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja dan Komitmen	88 people, census, multiple	Transformational leadership, job satisfaction and organizational commitment

No.	Researcher (Year)	Title	Sample, sampling technique, & tool analyses	Result
		Organisational terhadap Organizational Citizenship Behavior PT Sinergi	linear regression	have a positive and significant effect on organizational citizenship behavior
7	Winoto et. Al. (2020)	Komitmen dan budaya organisasi terhadap Organizational Citizenship Behavior (OCB)	41 people, census, multiple linear regression	Simultaneously and partially organizational culture and commitment affect OCB.
8	Lestari et. al. (2021)	Pengaruh Komitmen Organisasi, Budaya Organisasi, dan Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior	66 people, saturated sampling, multiple linear regression	Partially and simultaneously organizational cultural commitment and transformational leadership have a positive and significant effect on Organizational Citizenship Behavior.
9	Prasetyo & Mas'ud (2021)	Analisis Pengaruh Budaya Organisasi, Servant Leadership, & Komitmen Organisasi terhadap Organizational Citizenship Behavior (Studi pada Karyawan Hotel Grasia Semarang)	66 people, purposive sampling, multiple linear regression	Organizational culture has a positive and significant effect on Organizational Citizenship Behavior, Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior, and organizational commitment has no effect on Organizational Citizenship Behavior
10	Maesaroh & Widodo (2022)	Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Organizational Citizenship Behavior Perawat Ruang IGD RSAU Dr. Esnawan Antariksa Halim Perdanakusuma Jakarta Timur	40 people, saturated sampling, multiple linear regression	<ul style="list-style-type: none"> • Organizational culture partially and significantly influence organizational citizenship behavior. • Organizational commitment partially and significantly influence organizational citizenship behavior. • Organizational culture and organizational commitment simultaneously and significantly affect organizational citizenship behavior

4. Conclusion

Referring to the results of the research presented in this article, empirically it must be acknowledged that this research succeeded in finding a clear summary showing that the variables of transformational leadership, organizational commitment and organizational culture are variables that influence organizational citizenship behavior. Based on the findings obtained, the researcher also concluded that further researchers could re-examine the variables

raised both at the individual and organizational levels in the field of human resource management.

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