

# Determinants of Employee Organizational Citizenship Behavior in Indonesia: Evidence from a Systematic Literature Review

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## Abstract

**Purpose:** This study aimed to identify and synthesize key factors influencing Organizational Citizenship Behavior (OCB) by systematically reviewing prior empirical studies.

**Research Methodology:** This study adopted a descriptive qualitative literature review approach. A total of 13 peer-reviewed journal articles focusing on Organizational Citizenship Behavior were selected based on predefined inclusion criteria. The selected studies were systematically identified, screened, mapped, and analyzed, and the findings were synthesized using a thematic analysis approach to identify the dominant determinants and research gaps related to OCB.

**Results:** The review revealed that work–life balance, employee engagement, job satisfaction, leadership, and interpersonal communication are the most frequently identified factors influencing Organizational Citizenship Behavior. These factors affect OCB both directly and indirectly through mediating variables such as job satisfaction, burnout, and self-efficacy. The findings also indicate variations in the results across different industries and employee demographics.

**Conclusions:** This study confirms that work–life balance is a critical determinant of enhancing voluntary employee behaviors that benefit organizational effectiveness. However, inconsistencies across studies suggest that contextual factors, including industry characteristics and workforce demographics, play an important role in moderating these relationships.

**Limitations:** This review was limited by the number of studies analyzed and the diversity of the research contexts. Future research should incorporate cultural dimensions, generational differences, and flexible work arrangements to provide a more comprehensive understanding of Organizational Citizenship Behavior.

**Contributions:** This study contributes to the literature by providing a contextual synthesis of the key determinants of Organizational Citizenship Behavior in Indonesia, offering insights for both scholars and practitioners in human resource management.

**Keywords:** *Employee, Literature Review, Organizational Citizenship Behavior*

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## 1. Introduction

As individuals, humans must continually develop their potential to survive and adapt to various situations in life. Self-development includes improving the skills, knowledge, and attitudes that support

self-actualization. In contrast, humans are social beings who cannot live alone and always depend on others to fulfill their needs. Social interaction is a crucial element in shaping behavior, values, and the role of individuals in society and organizations ([Pulakos, Mueller-Hanson, & Arad, 2019](#)). The combination of roles as individual and social beings is evident when humans actualize themselves through work or creative activities ([Kaufman, 2023](#)). In the workplace, individuals are required to achieve personal goals and contribute to an organization's common goals.

The work environment is a space where individuals interact, collaborate, and build mutually beneficial relationships with each other. These dynamics encourage individuals to adapt to the organization's values, norms, and culture. In carrying out their work, people rarely work completely independently; instead, they are part of teams that require collaboration and mutual assistance. Under certain conditions, employees often perform actions [Rachman, Susanto, and Mustika \(2025\)](#) beyond their formal responsibilities or job descriptions to ensure the smooth running of work and the achievement of organizational goals. This voluntary behavior is known as Organizational Citizenship Behavior (OCB), which is an extra-role behavior that is not directly regulated in the organization's formal reward system ([Kurniawati, 2023](#)).

OCB is a voluntary behavior performed by employees that contributes positively to organizational effectiveness, even though it is not explicitly stated in job descriptions or formal employment agreements ([Kumari & Thapliyal, 2017](#)). This behavior is reflected in attitudes such as willingness to help coworkers, maintain a conducive work environment, and show loyalty and concern for the organization. If OCB is implemented optimally, the organization is expected to improve its overall performance and build positive values and self-image in the eyes of employees and external parties. Over time, researchers have considered the organizational context as a factor that influences OCB. OCB can occur for many reasons in routine company activities. A person's work-life balance or that of a group of people in a team, the level of employee engagement, company policies, employee stress levels, work pressure, synergistic relationships between superiors, colleagues, and subordinates, as well as communication between team members and employee welfare levels may influence OCB ([Adhiati, Palupiningtyas, & Samtono, 2025](#)).

Organizations that have not been able to develop OCB attitudes among their employees are likely to face operational problems and long-term performance decline. According to [Podsakoff, Maynes, Whiting, and Podsakoff \(2015\)](#), employees who lack OCB tend to perform only the tasks and functions described in their job descriptions. OCB has seven dimensions: Helping, Compliance, Sportsmanship, Civic Virtue, Courtesy, Peacemaking, and Cheerleading ([Podsakoff et al., 2015](#)). Given the crucial role of OCB in organizations in improving employee performance and optimizing work-related interactions with colleagues, this study was conducted to identify the factors that influence and predict the emergence of OCB behavior ([Zaniarti, Margaretha, & Subagja, 2025](#)).

Therefore, by knowing these factors, it is hoped that employees in Indonesia will be able to work more closely together and have a positive influence on their organizations. Stakeholders in companies or the government can use the collection of these factors to formulate policies within the organization to achieve optimal productivity while maintaining employees' mental health ([Wardiyah et al., 2022](#)). Despite the growing body of empirical research on Organizational Citizenship Behavior (OCB) ([Ocampo et al. \(2018\)](#)), existing studies remain fragmented and context-specific, with inconsistent findings regarding the dominant factors influencing OCB, particularly in developing countries such as Indonesia. Many prior studies have examined OCB determinants in isolation, focused on specific sectors, or emphasized individual-level variables without sufficiently integrating organizational and contextual perspectives.

Moreover, existing literature reviews tend to be global in scope and do not adequately capture Indonesia-specific evidence, which is shaped by distinct cultural values, workforce characteristics and organizational practices. Consequently, there is still no comprehensive synthesis that systematically maps the key determinants of OCB and clarifies their interrelationships within the Indonesian context. This gap highlights the necessity of conducting a focused literature review that consolidates and

critically examines prior empirical findings on OCB in Indonesian organizations. Such a review is important not only to resolve inconsistencies in previous results but also to provide a clearer understanding of how individual, relational, and organizational factors jointly influence the emergence of OCB in the hospitality industry. Without this synthesis, researchers and practitioners risk relying on partial or contextually misaligned insights when designing human resource policies and interventions.

This study makes three main contributions to the literature. First, it maps the dominant factors influencing Organizational Citizenship Behavior in Indonesia, including work–life balance, employee engagement, job satisfaction, leadership, interpersonal communication, and related mediating variables. Second, it offers an integrated conceptual framework that synthesizes these factors and illustrates their direct and indirect relationships with OCB, providing a more holistic understanding of the antecedents of OCB. Third, this review proposes a future research agenda by identifying underexplored themes, such as cultural dimensions, generational differences, and flexible work arrangements, thereby guiding subsequent empirical studies and policy-oriented research on OCB in Indonesia.

Organizational Citizenship Behavior (OCB) is a highly relevant research topic because of its strategic role in enhancing organizational effectiveness ([Wulandari, Syahlani, and Pusparini \(2025\)](#)), performance, and long-term sustainability in increasingly complex work environments. OCB represent employees' voluntary behaviors beyond formal job requirements, such as helping colleagues, safeguarding the organization's image, and proactively completing tasks behaviors that cannot be fully regulated through formal rules or reward systems. In the context of global competition, rapid technological change, and growing demands for both performance and employee well-being, organizations require individuals who are not only technically competent but also committed, socially responsible, and willing to contribute beyond their prescribed roles. Consequently, understanding OCB remains an imperative academic and practical goal.

The novelty of this review lies in its systematic mapping and synthesis of dominant OCB determinants within the Indonesian context, which remains underrepresented in prior reviews that are largely global or fragmented in scope. Unlike previous literature reviews that examined isolated antecedents, this study offers an integrated classification of individual, relational, and organizational factors influencing OCB and organizes them into a cohesive conceptual framework. Furthermore, this review highlights context-specific insights related to Indonesian organizational settings, including cultural and workforce characteristics, while simultaneously outlining a future research agenda that addresses unresolved inconsistencies and underexplored themes in the literature. This study extends existing OCB reviews and provides a more contextualized and integrative understanding of OCB, contributing both theoretically and practically to the human resource management scholarship.

## **2. Literature Review and Hypothesis Development**

### ***2.1 Conceptual Foundations of Organizational Citizenship Behavior (OCB)***

Organizational Citizenship Behavior (OCB) refers to employees' voluntary behaviors that extend beyond formal job responsibilities and contribute positively to organizational effectiveness. The concept was first introduced, who defined OCB as individual behavior that is not explicitly recognized by the formal reward system but enhances organizational functioning ([Javed, Zaheer, Arif, & Rizwan, 2023](#)). As an extra-role behavior, OCB plays a critical role in fostering cooperation, adaptability, and flexibility within organizations, particularly in dynamic and competitive work environments ([Angelus, Aloysius, & Felix, 2025](#)). From a theoretical standpoint, OCB reflects the social and relational aspects of work, where employees willingly contribute beyond their contractual obligations to support collective organizational goals. This perspective underscores the importance of understanding OCB not merely as individual goodwill but as a behavior shaped by broader organizational and social contexts.

### ***2.2 Dimensions of Organizational Citizenship Behavior***

OCB is widely recognized as a multidimensional construct, encompassing several dimensions that capture different forms of discretionary employee behavior ([Ma, Wang, Xu, & Wang, 2022](#)). These dimensions collectively strengthen organizational effectiveness by fostering a cooperative and supportive work climate.

- a) Altruism refers to employees' willingness to help coworkers by providing assistance, support, and concern while completing work-related tasks.
- b) Courtesy involves proactive efforts to maintain harmonious interpersonal relationships by preventing work-related problems and minimizing potential conflicts among organizational members.
- c) Civic Virtue reflects employees' active participation in organizational activities and their sense of responsibility toward organizational governance and development ([Rachman et al., 2025](#)).
- d) Sportsmanship is characterized by employees' ability to tolerate inconveniences, challenges, and organizational changes without excessive complaints or negative reactions.
- e) Conscientiousness refers to disciplined and responsible behavior that exceeds the minimum job requirements, such as adherence to rules, punctuality, and efficient use of organizational resources ([Wilmot & Ones, 2019](#)).

Together, these dimensions illustrate how OCB manifests not as a single behavior but as a set of interrelated actions that support organizational functioning.

### ***2.3 Antecedents of Organizational Citizenship Behavior: A Conceptual Classification***

Consistent with prior literature, this review organizes the antecedents of OCB into individual- and organizational-level factors, thereby providing a clearer analytical structure. At the individual level, empirical studies have consistently identified job satisfaction and organizational commitment as key determinants of OCB. Employees who experience higher satisfaction and stronger affective attachment to their organization are more likely to engage in discretionary behaviors that benefit organizational performance ([Adhiati et al., 2025](#); [Ramadhani, 2018](#)). From a theoretical perspective, Social Exchange Theory provides a robust explanation for this relationship.

The theory suggests that employees tend to reciprocate favorable organizational treatment such as recognition, support, and fairness by engaging in extra-role behaviors, such as OCB. When employees perceive that their contributions and well-being are valued, they are more inclined to demonstrate voluntary supportive behaviors ([Arshad, Kamaruddin, Buyong, & Osman, 2020](#)). At the organizational level, factors such as organizational culture and effective communication are critical in fostering OCB. A supportive and open organizational culture reinforced by transparent and effective communication practices strengthens trust and cooperation among employees. These conditions create a social environment conducive to the emergence of OCB and contribute to improved employee performance ([Wulandari et al., 2025](#)).

### ***2.4 Implications of Organizational Citizenship Behavior***

The presence of OCB generates significant positive outcomes for both individuals and organizations. Higher levels of OCB enhance organizational efficiency and effectiveness by facilitating coordination, reducing friction, and enabling organizations to adapt more effectively to environmental changes ([X. Liu, Guo, & Zhao, 2025](#)). However, the literature also highlights the potential negative implications of OCB when it is implicitly expected rather than voluntarily enacted. Excessive demands for extra-role behavior without adequate organizational support may lead to stress, fatigue, and burnout among employees ([Adil, Kamal, & Shujja, 2019](#)). Therefore, organizations must cultivate a supportive work environment in which OCB is encouraged through fairness, recognition, and well-being initiatives, ensuring that such behaviors are voluntary and sustainable ([Manuputty et al., 2021](#)).

## **3. Methodology**

This study adopts a qualitative literature review approach to examine the factors influencing Organizational Citizenship Behavior (OCB). A qualitative approach was selected because the objective of this study was to achieve an in-depth conceptual understanding through the interpretation and synthesis of prior research findings rather than to conduct quantitative hypothesis testing ([Hair Jr, Hult, Ringle, & Sarstedt, 2021](#)). A systematic search was conducted using Google Scholar and ResearchGate as primary databases. These databases were selected because of their broad coverage of peer-reviewed national and international journals in the fields of management and organizational

behavior. The literature search will be conducted between March and April 2025. The search process employed the following search strings:

- A. “Organizational Citizenship Behavior” OR “OCB”
- B. “Organizational Citizenship Behavior” AND “job satisfaction”
- C. “Organizational Citizenship Behavior” AND “organizational commitment”
- D. “Organizational Citizenship Behavior” AND “perceived organizational support”
- E. “Organizational Citizenship Behavior” AND “organizational justice”

These keywords were applied to the titles, abstracts, and keywords to ensure relevance to the research objectives. Explicit inclusion and exclusion criteria were applied to enhance transparency and replicability. Inclusion criteria:

1. Peer-reviewed journal articles discussing Organizational Citizenship Behavior and its antecedents.
2. Articles published in reputable national or international journals.
3. Studies published between 2019 and 2025 were included to ensure topical relevance.
4. Articles written in English or Indonesian language.

Exclusion criteria:

1. Conference papers, theses, dissertations, books, and non-peer-reviewed publications.
2. Articles that did not explicitly examine the factors influencing OCB.
3. Studies with insufficient methodological or conceptual clarity.
4. Screening and Selection Process

The article selection process followed several sequential steps as described below. First, the initial identification of articles was conducted using predefined search strings. Second, titles and abstracts were screened to remove duplicates and irrelevant studies. Third, full-text screening was performed to assess compliance with the inclusion and exclusion criteria. Through this process, a final sample of 13 articles were retained for analysis.

Data extraction was conducted systematically by recording key information from each selected article, including the research objectives, variables examined, theoretical foundations, research methods, sample characteristics, and main findings. The extracted data were analyzed using thematic synthesis, allowing the researchers to group the findings based on recurring themes, patterns of relationships among variables, and similarities in theoretical perspectives. To enhance the credibility of the review, a basic quality appraisal was conducted for each study included. This appraisal focused on the following:

1. Clarity of research objectives and theoretical grounding,
2. Appropriateness of research design and methodology, and
3. Consistency between the findings and conclusions.
4. Studies that demonstrated clear objectives, sound methodology, and coherent findings were considered to have adequate quality for inclusion in the synthesis process.

To maintain validity and rigor, the findings were critically compared across studies to assess their consistency, contextual relevance, and alignment with established OCB theories. The synthesis enabled the identification of research gaps, including underexplored variables, inconsistent empirical results, and methodological limitations in previous studies. Consequently, this literature review provides a structured and transparent conceptual foundation for proposing directions for future research on Organizational Citizenship Behavior

#### **4. Results and Discussions**

The researchers searched Google Scholar and Research Gate as databases and collected 13 (thirteen) journals that had been identified and analyzed regarding factors affecting OCB in private employees in Indonesia. The researchers grouped and evaluated other factors affecting organizational citizenship behavior, and obtained the following results:

Table 1. Material of literature review

No	Authors	Journal	Sample	Methods	Variable Examined	Key Finding
1	<a href="#">M. Y. O. Dwicahyani and A. O. S. Gorda (2023)</a>	Journal of Research in Social Science, Economics and Management, 2023, Vol. 03, No. 04, 902–919	53 samples	Quantitative (SEM-PLS)	Work–Life Balance, Burnout, Employee Engagement, OCB	Work–life balance positively affects OCB and reduces burnout, which mediates this relationship. Employee engagement strengthens the WLB–OCB relationship.
2	<a href="#">Erdianza and Sari (2020)</a>	International Journal of Management and Humanities (IJMH), March 2020	104 samples	Quantitative (SEM-PLS)	Work Enjoyment, Work–Life Balance, Job Satisfaction, OCB	Work–life balance and work enjoyment positively influenced OCB, and job satisfaction mediated the effect of WLB on OCB.
3	<a href="#">Umiriyana, Cahyono, Armanu, and Puspaningrum (2020)</a>	Journal of Applied Management (JAM), Volume 18 Number 2, June 2020	96 nurses	Quantitative (SEM-PLS)	Organizational Justice, Work Engagement, Organizational Commitment, OCB	Organizational commitment mediates the effects of justice and engagement on OCB, and justice has no direct effect on OCB.
4	<a href="#">Sari (2022)</a>	Journal of Management and Islamic Finance, Volume 2, Number 1, June 2022,	100 civil servants	Quantitative (Regression)	Perceived Organizational Support, Organizational Commitment, OCB	POS positively affects OCB, both directly and indirectly, through organization

						al commitment.
5	<a href="#">Chayomchai (2024)</a>	International Journal of Current Science Research and Review, Volume 07 Issue 05 May 2024	Literature-based	Literature Review	Organizational Culture, Commitment, OCB	Organizational culture strengthens commitment and OCB, and commitment acts as a key mediator.
6	<a href="#">Puspita and Claudia (2024)</a>	Asian Journal of Management, Entrepreneurship, and Social Science, Volume 04 Issue 03	Employees (n not specified)	Quantitative (SEM-PLS)	Organizational Justice, Organizational Commitment, Job Satisfaction, OCB	Organizational justice and job satisfaction positively influenced organizational commitment, which significantly increased OCB and mediated the effects of justice and satisfaction on OCB.
7	<a href="#">Y. Liu, Fu, Pervaiz, and He (2021)</a>	Frontiers in Psychology	Employees (n not specified)	Quantitative (Moderated Model)	Citizenship Pressure, Leadership, Organizational Support, OCB	Citizenship pressure affects OCB performance through psychological mechanisms, and leadership and organizational context shape the strength of OCB and employee well-being.
8	<a href="#">Akbar (2024)</a>	Student Journal of Business and Management	124 employees	Quantitative (SEM-PLS)	Workplace Spirituality, POS, Organizational	Workplace spirituality and POS directly and indirectly

					Commitment, OCB	influenced OCB through organizational commitment.
9	<a href="#">Azzahra, Darmawan, and Widhiandono (2024)</a>	International Journal of Educational Review, Law And Social Sciences  IJERLAS	81 employees	Quantitative (SEM-PLS)	Organizational Culture, Job Satisfaction, Organizational Commitment, OCB	Organizational culture and job satisfaction significantly affect organizational commitment and OCB, and commitment mediates both relationships.
10	<a href="#">Kurniawati (2023)</a>	Economics and Business Quarterly Reviews, 6(1)	122 employees	Quantitative (SEM-PLS)	Organizational Environment, Career Development, Organizational Commitment, OCB	Career development positively affects OCB through organizational commitment, while organizational environment does not directly affect commitment.
11	<a href="#">Yohana and Santoso (2023)</a>	Path of Science. 2023. Vol. 9. No 6	143 officers	Quantitative (SEM-PLS)	Trust, Military Leadership, Organizational Environment, Organizational Commitment, OCB	Military leadership directly affects OCB, and trust and the environment indirectly influence OCB through organizational commitment.

12	<a href="#">Dwiyanti and Hidayah (2022)</a>	Malaysian Mental Health Journal	100 employees	Quantitative (Path Analysis)	Psychological Contract Breach, Job Satisfaction, OCB	Psychological contract breach negatively affects job satisfaction and OCB; job satisfaction partially mediates the relationship
13	<a href="#">Javed et al. (2023)</a>	Journal of Business and Social Review in Emerging Economies	employees	Quantitative (Regression/SEM)	Ethical Leadership, Organizational Commitment, Job Satisfaction, OCB	Organizational commitment is a key predictor of OCB, and ethical leadership strengthens commitment and encourages voluntary extra-role behavior.

Based on the 13 scientific articles reviewed, OCB is influenced by a combination of individual, psychological, and organizational factors, both directly and through mediating and moderating variables. These factors can be grouped as follows.

1. Work-Life Balance (WLB)

Several studies (Articles 1 and 2) have shown that work-life balance has a positive and significant effect on OCB. Employees who can balance the demands of work and personal life tend to have greater psychological energy, which encourages them to engage in extra-role behaviors. In addition, WLB reduces burnout, thereby increasing OCB. ([M. Y. O. Dwicahyani & A. Gorda, 2023](#); [Erdianza & Sari, 2020](#)).

2. Burnout

Burnout acts as a negative mediator between WLB and OCB (Study 1). High levels of emotional exhaustion reduce employees' motivation to contribute voluntarily. The lower the burnout, the higher the likelihood of OCB ([M. Y. O. Dwicahyani & A. Gorda, 2023](#)).

3. Employee Engagement & Job Involvement

Work involvement and employee engagement have been proven to be important factors in increasing OCB (Articles 1 and 3). Employee engagement also serves as a moderating variable that enhances the relationship between WLB and OCB. Employees who are emotionally and cognitively attached to their work are more willing to help their colleagues and organizations ([M. Y. O. Dwicahyani & A. Gorda, 2023](#); [Umiryana et al., 2020](#)).

4. Job Satisfaction

Job satisfaction is a dominant factor influencing OCB (Articles 2, 6, and 12). Job satisfaction also acts as a mediating variable, for example, in the relationships among work-life balance, organizational justice, psychological contract breach, and OCB. Satisfied employees tend to show loyalty and prosocial behaviors ([Puspita & Claudia, 2024](#)).

5. Organizational Commitment

Almost all articles emphasized that organizational commitment is the main predictor of OCB (Articles 3, 4, 8, 9, 10, and 11). Organizational commitment often acts as a mediating variable,

bridging the influence of organizational culture, POS, workplace spirituality, and career development on OCB. The higher the commitment, the stronger the employees' extra-role behavior ([Jufrizen & Azila, 2023](#); [Kurniawati, 2023](#); [Mariana, Hadianoto, Nur, & Suyanto, 2021](#); [Sari, 2022](#); [Umiriyana et al., 2020](#); [Yohana & Santoso, 2023](#)).

6. Perceived Organizational Support (POS)  
POS has been shown to have a positive effect on OCB (Articles 4 and 8). When employees perceive appreciation and support from the organization, they are more likely to demonstrate voluntary behaviors that contribute to its effectiveness. This effect is generally mediated by organizational commitment ([Mariana et al., 2021](#); [Sari, 2022](#)).
7. Organizational Justice  
Organizational justice indirectly influences OCB through organizational commitment and job satisfaction (Articles 3 and 6). When justice is perceived as low, employees are reluctant to engage in extra-role behaviors ([Puspita & Claudia, 2024](#); [Umiriyana et al., 2020](#)).
8. Organizational Culture & Organizational Environment  
A positive organizational culture and environment shape norms, values, and a work climate that supports OCB (Articles 5, 9, 10, and 11). A strong organizational culture increases employees' sense of belonging and emotional attachment ([Chayomchai, Sriplang, Khowjoy, Petmee, & Sonthon, 2024](#); [Jufrizen & Azila, 2023](#); [Kurniawati, 2023](#); [Yohana & Santoso, 2023](#)).
9. Career Development  
Career development positively affects OCB by increasing the organizational commitment (Article 10). Employees who see opportunities for growth tend to show extra loyalty and contributions ([Kurniawati, 2023](#)).
10. Workplace Spirituality  
Workplace spirituality positively affects OCB (Article 8). A meaningful work environment aligned with personal values increases employees' intrinsic motivation to contribute more ([Mariana et al., 2021](#)).
11. Trust dan Leadership  
Trust and leadership styles, including military and ethical leadership, influence OCB both directly and indirectly through organizational commitment (Articles 7, 11, and 13). Fair and ethical leadership encourages prosocial behaviors. (Gao and Liu 2023) (Javed 2023; Yohana and Santoso 2023) ([Javed et al., 2023](#); [Yohana & Santoso, 2023](#)).
12. Psychological Contract & Contract Breach  
Psychological contract breach has a significant adverse effect on OCB (Article 12). Psychological contract breach reduces job satisfaction and employees' willingness to engage in extra-role behavior ([Dwiyanti & Hidayah, 2022](#)).

Based on an analysis of 13 scientific articles, organizational commitment emerged as the most frequently examined factor in studies on Organizational Citizenship Behavior (OCB). This variable appears consistently across the literature, functioning as both an independent and a mediating variable in various research models. The findings indicate that employees who demonstrate high levels of organizational commitment generally develop strong emotional bonds and a sense of belonging to their organizations. Consequently, they are more inclined to perform voluntary behaviors that go beyond formal job requirements. Organizational commitment encourages employees to contribute proactively, support their colleagues, and uphold organizational values.

Consequently, organizational commitment is widely recognized as the most dominant, stable, and reliable variable for explaining OCB across different organizational contexts and sectors. Its consistent influence highlights the importance of strengthening employee commitment to foster sustainable extra-role behavior and improve overall organizational performance. Job satisfaction is another extensively examined variable that has consistently been shown to exert a significant influence on OCB ([Indarti, Solimun, Fernandes, & Hakim, 2017](#)). In many studies, job satisfaction functions not only as a direct antecedent of OCB but also as a mediating variable linking various organizational factors to employees' voluntary behavior.

Employees who experience higher job satisfaction tend to display positive attitudes toward their work, stronger loyalty, and greater willingness to assist colleagues and support organizational goals beyond formal job requirements. This underscores job satisfaction as a long-established, yet continuously relevant factor in OCB research. In addition, Perceived Organizational Support (POS) is frequently highlighted as an important determinant of OCB. POS reflects employees' perceptions that the organization appreciates their contributions and is concerned about their well-being. Empirical findings indicate that POS positively affects OCB both directly and indirectly through organizational commitment, motivating employees to reciprocate with constructive extra-role behaviors that enhance organizational effectiveness. Furthermore, organizational culture and environment have been frequently studied in relation to OCB.

A strong organizational culture and a conducive work environment can shape values, norms, and a work climate that encourages prosocial behavior among employees. This factor has been shown to have both direct and indirect effects on OCB, especially in public-sector organizations and state-owned enterprises with strong organizational structures and value. Finally, work-life balance and burnout are relatively new factors that are increasingly used in OCB research, especially in the context of millennial employees. A good work-life balance improves employees' psychological well-being and reduces burnout, thereby encouraging OCB. Although its use is still lower than that of classic factors, this variable shows strong potential to explain OCB in modern organizations. In this research, using a systematic literature review adjusted to the existing theory on OCB, some factors are most consistent with the Organizational Citizenship Behavior (OCB) theory, namely:

1. Organizational Commitment

Organizational commitment is the factor that best fits the theoretical basis for OCB. Based on Meyer and Allen's Organizational Commitment Theory (Meyer & Allen) and Social Exchange Theory, commitment reflects the psychological bond between employees and the organization. Because OCB is voluntary and not formally rewarded, employees with high commitment tend to exhibit extra-role behavior as a form of reciprocity in their relationship with the organization. Therefore, organizational commitment is the strongest predictor and mediator of OCB research, both theoretically and empirically.

2. Job Satisfaction

Job satisfaction has a strong correlation with OCB theory, particularly through the attitude–Behavior Theory and Job Satisfaction Model. This theory holds that a positive attitude toward work encourages positive workplace behavior. Employees who experience job satisfaction are more likely to assist coworkers, show initiative, and prioritize the organization's interests, which are key forms of OCB. Therefore, job satisfaction has consistently been shown to have a significant effect on OCB.

3. Perceived Organizational Support (POS)

POS is closely aligned with Blau's (1964) Social Exchange Theory. When employees feel that the organization values their contributions and cares about their well-being, a moral obligation arises to reciprocate that support through positive behaviors, including OCB. According to theory, POS often directly or indirectly influences OCB through increased organizational commitment, making it one of the most potent factors.

4. Organizational Justice

Organizational justice is closely related to Equity Theory and Fairness Heuristic Theory. Perceptions of justice in organizational procedures, distribution, and interactions shape employees' trust and positive attitudes toward the organization. When employees feel that they are treated fairly, they are more willing to engage in voluntary behaviors that support the organization. However, the influence of organizational justice on OCB is often indirect, operating through job satisfaction and organizational commitment.

5. Leadership and Trust (Trust)

Leadership, particularly ethical and transformational leadership, is highly relevant to the OCB theory. Based on ethical leadership and transformational leadership theories, leaders serve as role models who shape employees' values, norms, and behaviors. Fair, inspiring, and trustworthy leadership encourages employees to emulate positive behavior and demonstrate OCB. However, the influence of leadership on OCB is often context-dependent and varies across cultures and organizations.

## 6. Work-Life Balance, Burnout, and Workplace Spirituality

Factors such as work-life balance, burnout, and workplace spirituality are better explained through the Conservation of Resources (COR) Theory and well-being theories. These factors emphasize psychological well-being and the availability of resources. Although they are relevant for explaining OCB in modern organizations, especially among millennials, these factors are not included in the core classical OCB theory. Nevertheless, these variables are increasingly important as enrichments to OCB theory in contemporary contexts.

Based on a synthesis of 13 articles on factors influencing Organizational Citizenship Behavior (OCB), several research gaps emerge, including dominant and under-researched variables and opportunities for further research. First, in terms of dominant variables, most studies place organizational commitment as a key variable, both as a direct predictor and as a mediating variable in the relationship between organizational factors and OCB. Nearly all studies show that organizational commitment has a significant effect on OCB. The dominance of this variable indicates consistency in empirical findings but also limits the exploration of other psychological mechanisms that could explain OCB behavior more comprehensively.

Second, job satisfaction and perceived organizational support (POS) have also been studied relatively frequently and have been shown to positively influence OCB. However, most studies still position these variables within the framework of simple linear relationships or through mediation of organizational commitment. Studies that examine the role of these variables as moderators or that simultaneously combine them with individual and contextual factors are still limited. Third, regarding under-researched variables, factors such as work-life balance, burnout, workplace spirituality, psychological contract breach, citizenship pressure, and ethical leadership appear in only a small number of articles and are generally studied in specific contexts such as millennials, public organizations, or military environments. These limitations indicate significant opportunities to examine these factors in different organizational contexts and test more complex relationships, for example, through multiple mediation or moderation models.

Along with changes in the dynamics of the world of work, Organizational Citizenship Behavior (OCB) faces increasingly complex challenges: (1) changes in digital and flexible work patterns, such as remote and hybrid working, have the potential to reduce direct social interaction between employees. This situation can weaken the emergence of interpersonal OCB, such as helping colleagues and teamwork, due to reduced emotional closeness and informal communication in the workplace. (2) Increased work demands and performance pressure pose risks of burnout and psychological fatigue. When organizations place too much emphasis on targets and efficiency, employees tend to prioritize core tasks and reduce voluntary extra-role behavior. In the long term, this can undermine the sustainability of OCB, even when formal performance remains intact

(3). Third, challenges are related to the blurring of boundaries between voluntary behavior and implicit organizational demands. OCB, which was initially voluntary, risks becoming citizenship pressure, an unwritten expectation that employees will always behave exceptionally. This can trigger perceived unfairness, reduce job satisfaction, and undermine the original meaning of OCB as a behavior based on intention and commitment (4). Differences in the characteristics of the working generations also pose challenges. Younger generations tend to emphasize work-life balance, the meaning of work, and psychological well-being over long-term loyalty. If organizations are unable to adjust their policies and work culture, the drive to display OCB may decline (5). From a managerial perspective, the main challenge is to encourage OCB without exploiting it. Organizations need to create a fair, supportive, and meaningful environment so that OCB emerges authentically and not as a hidden obligation. Thus, the future challenges of OCB lie not only in increasing it but also in maintaining sustainability and ethical management.

## **5. Conclusions**

### **5.1 Conclusion**

Based on the synthesis of 13 reviewed studies, this literature review indicates that Organizational Citizenship Behavior (OCB) is consistently associated with a set of individual and organizational factors, although the strength and role of these factors vary across contexts and research designs. Among the reviewed variables, organizational commitment and job satisfaction emerged as the most frequently reported factors linked to OCB. These variables appear repeatedly across different sectors and organizational settings, functioning as direct antecedents and mediating mechanisms connecting organizational conditions to OCB.

From a theoretical perspective, organizational commitment is the factor most strongly supported by established theories, particularly the Social Exchange Theory and Organizational Commitment Theory. These frameworks explain OCB as a form of voluntary reciprocity arising from employees' emotional attachment and sense of obligation to the organization. In contrast, variables such as work–life balance, burnout, employee engagement, and workplace spirituality, although less frequently examined, show growing relevance in explaining OCB in contemporary work contexts, especially among younger employees and private sector organizations.

Overall, the findings suggest that OCB is best understood as a multidimensional and context-dependent phenomenon shaped by the interaction of attitudinal, relational, and organizational factors. As this study was a literature review, the identified relationships should be interpreted as patterns of association rather than causal effects. Nevertheless, synthesizing these patterns provides valuable insights into how OCB has been discussed and conceptualized in recent empirical research, particularly within the Indonesian context.

### **5.2 Research Limitations**

This study had several limitations. First, the reviewed literature is concentrated in specific sectors, such as e-commerce, education, healthcare, and manufacturing, which limits the generalizability of the findings to other organizational contexts, including MSMEs and public-sector institutions. Second, most of the reviewed studies relied on quantitative, cross-sectional designs using SEM/PLS, restricting the ability to capture changes in OCB over time and limiting insights into causal dynamics.

Third, the range of mediating and moderating variables remains relatively narrow, with repeated emphasis on job satisfaction, burnout, self-efficacy and organizational commitment. Other potentially relevant variables, such as resilience, role clarity, perceived workload, and psychological safety, remain underexplored. Finally, cultural and demographic factors, including Indonesian work culture, generational differences (e.g., Gen Z), gender, and age, have received limited attention despite their potential influence on OCB-related relationships. Research on emerging work arrangements, such as hybrid and remote work systems, remains scarce.

### **5.3 Suggestions and Direction for Future Studies**

Based on the synthesized findings and identified limitations, future research should expand the scope of OCB studies by incorporating more diverse organizational contexts, including the public sector, MSMEs, and nontraditional work settings. Employing longitudinal and mixed-methods designs would allow researchers to capture the dynamic nature of OCB and gain deeper insights into employees' subjective experiences of OCB.

Future studies should also integrate new contextual and psychological variables, such as resilience, workload, role clarity, and employee well-being, as mediators or moderators in OCB models. Additionally, greater attention should be paid to cultural and demographic dimensions, particularly within the Indonesian context, to better understand how generational differences, age, and gender shape the OCB. Finally, examining OCB in modern work environments such as flexible, hybrid, and remote work systems will be increasingly important for developing more holistic and context-sensitive theoretical frameworks for Organizational Citizenship Behavior.

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## Author Contributions

ATJ contributed to conceptualization and study design, handled data collection and analysis. ATJ and DMH jointly drafted and revised the manuscript. SD supervised the research process. All authors approved the final version of the manuscript.

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