



Consequences of Organizational Citizenship Behaviour (OCB): A Systematic Review

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ABSTRACT

This article presents a systematic literature review on organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) is a contribution from individuals who go beyond their workplace roles from what is assigned & rewarded. This systematic review aims to analyze 12 international journals on what variables are the consequence of organizational citizenship behavior (OCB). The results of the systematic review found 10 variables that are the consequence of OCB, including: creativity, efficiency performance, work performance, positive emotion, well-being, turnover intention, workplace deviance, and organizational performance. Eight of these variables are categorized by the author as positive consequences. While the other two are negative emotions (stress and burnout), and citizenship fatigue. Both variables are categorized as negative consequences.

Keywords: *OCB; consequence; systematic review*

1. Introduction

Since it was first introduced by Organ in 1998, the study of OCB has continued to evolve. For example, Williams and Anderson (1991) and LePine, Erez, and Johnson (2002) made a distinction between OCB aimed at the organization (OCBO) and OCB focused on interpersonal interactions at the individual level (OCBI). (De geus, Ingrams, Tummers, & Pandey, 2020).. In addition, OCB also continues to be a topic of study and research to date. Many studies have been conducted to reveal and develop the concept of OCB which is also associated with several other variables. For example, research conducted by Neuza Ribeiro, et al in 2022. Where from the results of the research conducted, it was found that authentic leadership style can increase employees' affective bonds with their organization, and therefore, strengthen workers' tendency to engage in OCB. (Ribeiro, Duarte, Filipe, & David, 2022).

Parks & Shaw cited in Nguyen (2021) argue that developing OCB should be a focal point for the success of any organization, especially if the organization is to achieve its sustainability goals. (Nguyen, 2021). It is believed that employee citizenship behavior (OCB) will also improve employee performance. This is in line with research conducted by [Giulia Casu](#), et al, where the results of the study show that OCB is proven to partially mediate the relationship between job satisfaction and task performance. (Casu, Mariani, Chiesa, Guglielmi, & Gregmigni, 2021).. The results of other studies have also found that OCB is also proven to be able to mediate the relationship between Work-Life Balance and Organizational Performance. (Thevanes & Harikaran, 2020).. From the explanation above, companies are expected to develop targeted individual and group level training and interventions to improve job satisfaction, work-life balance and OCB of employees.

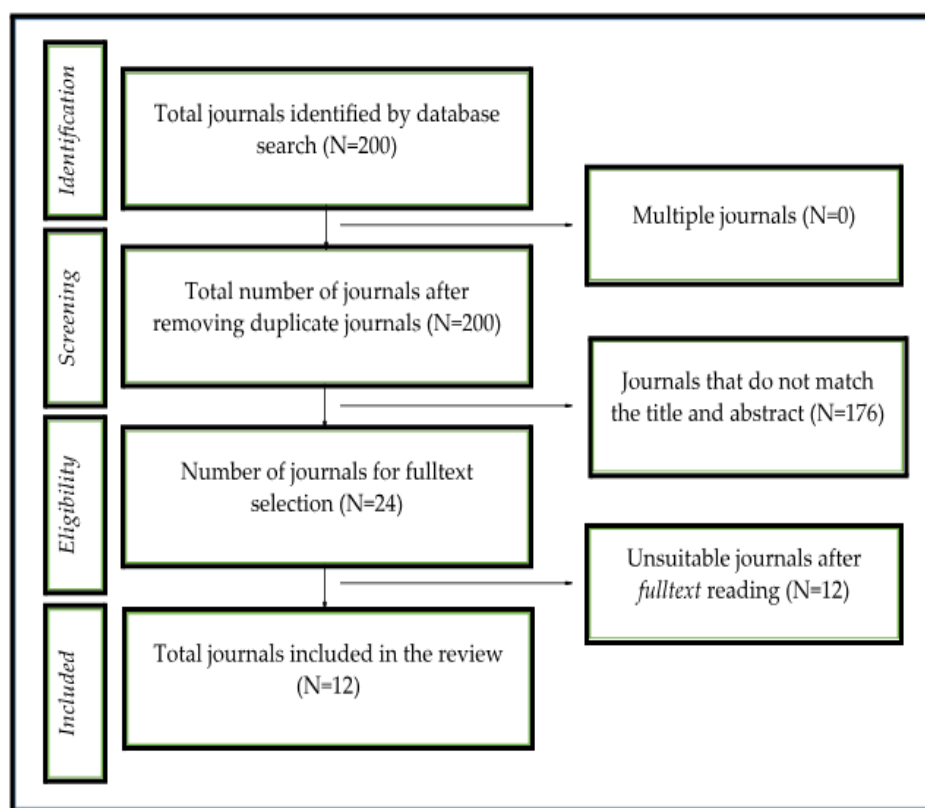
Organizational citizenship behavior (OCB) is a contribution from individuals who exceed the role in the workplace from what is assigned & rewarded. According to Organ (1986) there are five dimensions that exist in OCB, namely altruism (helping other employees), civic virtue (support for organisational functions), conscientiousness (working beyond demands), courtesy (alleviating other people's problems) and sportsmanship (avoiding damaging issues). (Hendrawan, Suchayawati, & Indriyani, 2017). High OCB in an employee will make the employee not only carry out his main duties, but also perform other tasks outside the demands of his main duties, such as helping colleagues, innovating, and doing tasks beyond the standard.

From all the explanations above, it can be concluded that organizational citizenship behavior (OCB) is one of the important factors for companies or organizations. The question now is, then what are the consequences of organizational citizenship behavior (OCB)? This information is certainly important and needed to know and study further about OCB. Both positive and negative consequences. From here, the author feels the need to conduct research with a systematic review method on the consequences of organizational citizenship behavior (OCB). This research is expected to be a literature review that provides more updated information related to OCB consequences, especially in the last five years. It is hoped that the results of this literature review can also be used as one of the references in determining other research possibilities related to OCB which of course still have great opportunities to be studied further, of course with all the needs and urgency.

2. Methods

In conducting this systematic review, the author undertook several stages of the process. The process included planning the review, conducting the review, journal selection, data extraction and synthesis, and reporting. In the planning process, the author created research questions using the SPIDER formulation (sample, phenomenon of interest, design, evaluation, research type). The research question in this systematic review is what are the consequences of organizational citizenship behavior (OCB) based on a systematic review of 200 journals in the last five years? From this research question, a journal search protocol was formulated by creating keywords. The keywords used were "impact or effect or consequences and organizational citizenship behavior or OCB and psychology*". The keywords used were compiled based on the research questions that had been formulated previously. The keywords are then used in the process of searching for journals in the database using publish or perish application, especially on Google Scholar and are limited to a maximum of 200 journals. From this process the author obtained 200 journals. In the next stage, the author checked the duplication of all journals obtained using Rayyan. Of the 200 journals, no duplication journals were found. After that the author conducts screening based on the suitability of the title and abstract with the research formulation. There were 24 journals that passed this stage, meaning that 176 journals were found to be incompatible with the research formulation. Next, analysis was carried out based on the full version of the journal. At this stage, 12 journals were found to be suitable for the research question. An overview of the journal selection process can be seen in Figure 1 below.

Figure 1 - Graph for journal selection flow



The limitations in this review are: (1) The journal discusses the consequence of organizational citizenship behavior (OCB). (2) The research was conducted in the last five years, from 2019 to 2023. (3) The journal is in English. There are also journals that are not included in the criteria are: (1) Organizational citizenship behavior (OCB) research outside the discussion of its consequences. (2) Journals not in English. (3) Articles in the form of books, reports, & literature reviews. (4) Journals that discuss OCB outside the context of psychology studies.

3. Results and Discussion

From the results of the systematic review conducted by the author, several things were found that were believed and proven to be a *consequence* of OCB. Of the 12 journals that were systematically reviewed, at least 10 variables were found to be the *consequence* of OCB. Researchers tried to divide the *consequence* into two parts, namely *positive consequence* (positive in nature) & *negative consequence* (negative in nature). The 10 consequence variables of OCB found include:

1. **Positive Consequence:** Creativity, efficiency performance, work performance, positive emotion, well-being, turnover intention, workplace deviance, organizational performance.

2. **Negative consequences: negative** emotions (stress & burnout), citizenship fatigue.

The following is an overview of the results of the systematic review of the 12 selected journals:

Table 1 - List of Consequence variables of OCB

No	Author	Research Title	Number of Subjects	Consequence Variable
1	(Yaakobi & Weisberg, 2020)	Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies	122	creativity & efficiency Performance
2	(Casu, Mariani, Chiesa, Guglielmi, & Gregmigni, 2021)	The role of organizational citizenship behavior and gender between job satisfaction and task performance	518	Task Performance
3	(Wang, Ma, Kim, Liu, & Berbekova, 2021)	From good soldiers to happy employees: Exploring the emotional and well-being outcomes of organizational citizenship behavior	321	Positive emotion & well being
4	(Che, Guo, & Chen, 2021)	The relationship between k-workers' leader-member exchange, organizational citizenship behavior and task performance-evidence from Chinese hospital	384	Task Performance
5	(Al Shbail & Al Shbail, 2020)	Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan	130	turnover intention
6	(Abbasi, et al., 2021)	Can organizational justice and organizational citizenship behavior reduce workplace deviance?	25992	Workplace deviance
7	(Widarko & Anwarodin, 2022)	Work motivation and organizational culture on work performance: organizational citizenship behavior (OCB) as mediating variable.	236	Work Performance
8	(Li1 & Xie, 2022)	Linking change-oriented organizational citizenship behavior to turnover intention: Effects of servant leadership and career commitment	365	turnover intention
9	(Shie & Chang, 2022)	Perceived principal's authentic leadership impact on the organizational citizenship behavior and well-being of teachers	783	Well being
10	(Thevanes & Harikaran, 2020)	Work-life balance and organizational performance: the mediating role of organizational citizenship behavior	166	Organizational Performance
11	(Lavy, 2019)	Daily dynamics of teachers' organizational citizenship behavior: social and emotional antecedents and outcomes	60	negative emotions (stress & burnout)
12	(Xu, et al., 2021)	Why and when do good soldiers behave unethically? introducing conservation of resources theory to explain the curvilinear effects of organizational citizenship behavior	426 employees & 110 Supervisors	citizenship fatigue

Based on the results of the systematic review conducted, several consequences of OCB were obtained as described in the table above. From these results we can see, it turns out that when compared between positive consequences and negative consequences, the results of the systematic review found that research on positive consequences of OCB is more often researched than the negative consequences. At least from 12 journals that were analyzed in full version, there were only two journals that examined the negative consequences of OCB. Among them are research conducted by Shiri Lavy in 2019 on 60 teachers in Israel and research conducted on 426 employees and 110 company supervisors in China. Where from the results of Shiri Lavy's research, it was found that there was an association of daily OCB with an increase in negative emotions the following day. These findings suggest everyday

processes that may underlie long-term OCB effects (such as burnout), including the potential negative spiral of negative emotions that seem to result from OCB (Lavy, 2019).

In research conducted by Fangfang Xu, et al (2021), conducted on employees and supervisors of companies in China, it was found that OCB can lead to citizenship fatigue or fatigue due to running out of resources. From this study, it was also found that POS perceived organizational support can moderate the relationship between OCB and citizenship fatigue. This means that even though people have high OCB, the possibility of experiencing citizenship fatigue is small when the person has high POS. COR theory argues that individuals with greater resources are less vulnerable to resource loss and more able to acquire new resources given their tendency to accumulate resources (Hobfoll et al., 2018). Research conducted by Fangfang, et al. showed that POS is a key resource that fosters the beneficial effects of OCB resource acquisition mechanisms and restrains the deleterious effects of resource-draining OCB mechanisms (Xu, et al., 2021).

4. Conclusions and Implication

From all the explanations that have been given, it can be seen that there are several things that become the consequence of organizational citizenship behavior (OCB). Based on the results of the systematic review, the consequences are divided into positive consequences and negative consequences. Among the positive consequences found from the systematic review process are creativity, efficiency performance, work performance, positive emotion, well-being, turnover intention, workplace deviance, and organizational performance. The negative consequences found from the systematic review process are negative emotions (stress & burnout), and citizenship fatigue. This also shows an interesting thing, where research on the positive consequences of OCB is found more than research on the negative consequences of OCB.

From the findings of the results of this systematic review in the future can be used as one of the references to conduct research related to OCB. Where it is known that there is still a lot of space that can be further explored with research on OCB in the future. Especially considering the lack of research on the negative consequences of OCB. This should be a great opportunity to conduct more in-depth research and studies related to it. In addition, the results of this systematic review can be used as one of the references for companies to make policies, especially related to the OCB behavior of employees in the company. Among them can anticipate, do not let OCB which is expected to have a positive impact actually have a negative impact on the company. Among the things that can be done is to also pay attention to the POS of these employees. So that in accordance with the results of the research previously described, even though OCB employees are high, they do not experience fatigue or lack of resources due to high perceived organization support (POS).

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