



# **Predictors of Organizational Citizenship Behaviour (OCB) of Mature Age Employees during the Covid-19 Pandemic: A Systematic Review**

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## **ABSTRACT**

Organizational Citizenship Behaviour (OCB) is a contribution from individuals who go beyond the role in the workplace from what is assigned & rewarded. It is believed that employee OCB is one of the key success factors for organizations or companies in the face of Covid-19. This systematic review aims to analyze 10 international journals on what variables can be predictors of Organizational Citizenship Behavior (OCB) of adult employees during the Covid-19 Pandemic. The results of the systematic review show 15 variables that can have a positive effect on OCB, including: Employee perceptions of relationships with leaders & coworkers, Perceptions of justice in the workplace, Self Resilience, Psychological Climate, Workplace spirituality, Islamic work ethics, Work motivation, Work environment, Employee welfare (Salary & Benefits), Psychological well-being, Psychological capital, Self-actualization, Perceived organizational support (POS), Employee engagement, and Affective commitment. While 2 variables that negatively affect OCB are emotional exhaustion and workplace loneliness and working from home. In addition, there are 2 variables that appear twice in different journals, these 2 variables are Psychological wellbeing and Work environment.

Keywords: Covid-19; OCB; predictors; systematic review

## **1. Introduction**

COVID-19 pandemic that has occurred since the end of 2019 has not only infected millions of people. The Covid-19 pandemic that has now spread in almost all corners of the world has had a major impact on almost all lines of life. The pandemic has not only affected the health aspect, but also the economic aspect and has even affected and changed the way people live. The pandemic has had a significant impact on every dynamic in the company. Companies must adapt to everything caused by the Covid-19 Pandemic. Not a few companies also have to experience difficulties and even have to close due to the impact of the Covid-19 pandemic. So it can be said that the Covid-19 pandemic has become a challenge for companies to survive and even develop in the midst of existing difficulties.

In the era of the Covid-19 pandemic, employees play an important role as it relates to the general success of the organization or company. As a result, an organization strives to develop employees as assets that must be constantly improved in terms of effectiveness and productivity. (Sholikhah & Prastiwi, 2020). Be it by ensuring a good recruitment programme to developing an adequate training & development programme. Among the many aspects that need to be considered, one of them that must be considered by companies is the Organizational Citizenship Behaviour (OCB) aspect of employees. Various literature and research results have shown how employee OCB will greatly support the growth and development of a company or organization. Organizational citizenship behavior (OCB) is the key to increasing employee commitment as well as to improving the organization's business performance and ability to compete in the era of the Covid-19 pandemic. (Novianti, 2021).

Parks & Shaw, (2013) 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). Employee citizenship behavior (OCB) will help organizations successfully navigate through the Covid-19 Pandemic era at a fast pace in developing innovation and work productivity. From this, it can be said that employee Organizational Citizenship Behaviour (OCB) is one of the key factors that will determine the success of the company in facing the Covid-19 pandemic. Therefore, companies must be able to come up with programmes or other supporting aspects so as to increase employee OCB.

Organizational Citizenship Behaviour (OCB) is a contribution from an individual that goes beyond the workplace role of what is assigned & rewarded. The person who first introduced this term was Organ. According to Organ (1986) there are five dimensions that exist in OCB, namely Altruism (Helping other employees), Civic Virtue (Support for organizational functions), Conscientiousness (Working beyond demands), Courtesy (alleviating other people's problems) and Sportsmanship (avoiding damaging issues). (Hendrawan, Suchyawati, & 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. This can certainly make employees perform better and of course will also improve the overall performance of the company.

From all of the above, it can be concluded that employee Organizational Citizenship Behaviour (OCB) is one of the important factors for companies or organizations in dealing with the Covid-19 pandemic which is still sweeping the world. The question now is, then what can affect employee Organizational Citizenship Behaviour (OCB)? Actually, quite a lot of research has tried to see what can influence or contribute to the level of employee OCB, including leadership style, perceived organizational support, & job satisfaction. This is like the results of research that has been carried out, where it is proven that these three things can affect employee OCB. (Astuti, Sari, & Widiyana, 2019).. However, the Covid-19 pandemic is believed to have an influence on the dynamics of Organizational Citizenship Behaviour (OCB) of the employees themselves. So it could be that the changes caused by the Covid-19 pandemic will also produce different variables in employee Organizational Citizenship Behaviour (OCB) in the current pandemic era.

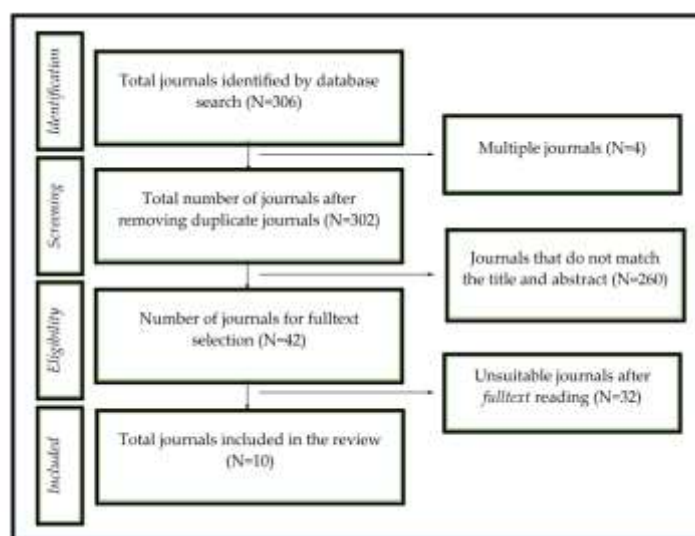
From here, the author feels the need to conduct research using the systematic review method on predictors of employee Organizational Citizenship Behaviour (OCB). Moreover, by linking it with the developmental stage of human age, namely adulthood. Because after all, the stage of development will provide different dynamics in certain aspects within a person. Moreover, basically almost all existing employees are mostly individuals who are entering the stage of development in adulthood. It is hoped that this research can provide information to companies regarding what variables will affect Organizational Citizenship Behaviour (OCB) of employees with adult age characteristics in the current pandemic era. So that this can be used as a basis for companies, be it in making policies, determining training and development programmes, and other strategic policies related to human resource management.

## 2. Methods

In conducting this systematic review, there are several processes carried out by the author (NDD). These processes included planning the review, conducting the review, journal selection, data extraction and synthesis, and reporting. In the planning process, the author (NDD) 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 predictors of organizational citizenship behavior (OCB) in adult employees during the Covid-19 pandemic? From this research question, a journal search protocol was formulated by creating keywords. The keywords used are "organizational citizenship behavior or OCB and pandemic or covid?19 or outbreak or coronavirus and psychology\*.". The keywords used were compiled based on the research questions that had been formulated previously. The keywords were then used in the process of searching for journals in the database using the publish or perish application, especially on Google Scholar and assisted by a co-author (PND). From this process the author obtained 306 journals. The next stage the author (NDD) checked the duplication of all journals obtained using Rayyan. Of the 306 journals, there were 4 duplication journals, leaving 302. After that, the author conducted screening based on the suitability of the title and abstract with the research. There were 42 journals that passed this stage, meaning that 260 journals were found to be unsuitable. Journals that passed that stage were then analyzed based on the full version of the journal. At this stage, we finally found 10 journals that were considered suitable for the research question. An overview of the journal selection process can be seen in Figure 1 below.

The author determines the limitations in this review, namely: (1) The journal discusses predictors of organizational citizenship behavior (OCB). (2) The subjects are employees with adult age characteristics. (3) The research was conducted during the Covid-19 pandemic, namely from 2020 to the present. (4) English language journals. The journals that were not included in the criteria were: (1) Research on the predictor variable organizational citizenship behavior (OCB) outside the Covid-19 pandemic. (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.

**Figure 1 - Graph for journal selection flow**



### 3. Discussion

In general, Organizational Citizenship Behaviour (OCB) is a contribution from an individual that goes beyond the workplace role of what is assigned & rewarded. The person who first introduced this term was Organ. According to Organ (1986) there are five dimensions that exist in OCB, namely Altruism (Helping other employees), Civic Virtue (Support for organizational functions), Conscientiousness (Working beyond demands), Courtesy (alleviating other people's problems) and Sportsmanship (avoiding damaging issues). (Hendrawan, Suchyawati, & Indriyani, 2017). Seeing from this understanding, we can say that OCB is one of the important things that must be considered by the company. OCB is also believed to be able to improve the performance of an employee. This is in line with the results of research that has been conducted in one of the companies in Malang, where the results of the study show that the better an employee's OCB will make his job satisfaction increase, and the increase in job satisfaction will also make employee performance better. (Lestari & Ghaby, 2018).

Seeing the importance of OCB, it is important for companies to know what can shape or influence OCB itself. As for the results of the systematic review conducted by the author, there are several things that are believed and proven to influence or become predictors of OCB in adult employees during the Covid-19 pandemic. Of the 10 journals that were systematically reviewed, at least 15 variables were found to positively increase OCB and there were 2 variables that negatively affected OCB. In addition, there are 2 variables that appear in 2 different journals.

15 variables that can positively affect OCB of adult employees during the Covid-19 pandemic include: Employee perceptions of relationships with leaders & coworkers, Perceptions of Justice at Work, Self Resilience, Psychological Climate, Workplace spirituality, Islamic work ethics, Work motivation, Work environment, Employee welfare (Salary & Benefits), Psychological well being, Psychological capital, Self-actualization, perceived organizational support (POS), employee engagement, and affective commitment. Meanwhile, 2 variables that negatively affect OCB for god-age employees during the covid 19 pandemic are emotional exhaustion and workplace loneliness and working from home. In addition, there are 2 variables that appear twice in different journals, the 2 variables are Psychological wellbeing and Work environment. the following is a description of the results of a systematic review of 10 selected journals:

No.	Author	Subject	Age	Predictor Variable
1	(Dasgupta, 2022)	452 People	20-31 Years	Employee perception of relationships with leaders & co-workers (Positive) <i>emotional exhaustion</i> (Negative)
2	(Bindra & Kapoor, 2022)	403 People	21-30 Years	Perception of Workplace Fairness
3	(Suratman, 2021)	316 People	26-60 Years	<i>Self Resilience Psychological Climate</i>
4	(Alfiana, 2022)	61 People	Adult Age	<i>Workplace spirituality Islamic work ethics</i>
5	(Rinaldi & Riyanto, 2021)	121 People	Adult Age	<i>Work motivation The work environment Employee welfare (Salary &amp; Benefit)</i>
6	(Wuttaphan, 2022)	816 People	20-60 Years	<i>psychological well being psychological capital</i>
7	(Wax, Deutsch, Lindner, Lindner, & Hopmeyer, 2022)	391 People	Average 31 Years	<i>workplace loneliness and working from home</i> (Negative)
8	(Anthonie, 2022)	89 People	20-41 Years	<i>Self-actualisation psychological well being Work environment</i>
9	(Alshaabani, Naz, Magda, & Rudnák, 2021)	142 People	25-34 Years	<i>perceived organizational support (POS) employee engagement affective commitment</i>
10	(Van Vu, 2022)	501 People	26-53 Years	Perception of the company's work safety implementation

**Table 1** - List of Predictor variables that affect OCB of adult employees during the Covid-19 pandemic

Work Environment is one of the predictors of OCB which in the systematic review results appears twice in different journals. In general, a healthy and friendly work environment is believed to increase OCB. With a healthy work environment, it will tend to increase the job satisfaction of an employee. The work environment is an environment where individuals working in the organization feel emotional support from various sources that can increase their psychological capital. Factors that affect psychological well-being include fairness and justice, supervisor support, security, appreciation, working conditions and financial support. In addition, social support systems are also considered important. This is because it can encourage a sense of belonging, self-esteem, and mental well-being. Conversely, a lack of social support can lead to negative impacts such as anxiety and stress. (Wuttaphan, 2022).

Besides Work Environment, Psychological wellbeing is also a predictor that appears more than other predictors obtained in this systematic review. Psychological wellbeing is believed to be one of the strong predictors that will trigger the emergence of OCB behavior. Lawton (1983) defines psychological well-being as the level of evaluation of one's competence and self, which emphasizes the hierarchy of individual goals. Furthermore, Snyder and Lopez (2002) stated that psychological well-being is not only the absence of suffering, but psychological well-being includes how individuals play a role in life, how individuals understand the meaning and purpose of life, and how individuals are able to build relationships with other individuals. Psychological well-being is characterized by gaining happiness, life satisfaction and the absence of depressive symptoms. According to Bradburn (1969) happiness is the result of psychological well-being and is the highest goal that every human being wants to achieve. Ryff & Keyes (1995) state that psychological well-being consists of six dimensions, namely acceptance of oneself, having positive relationships with others, independence, mastery of the environment, having a purpose and meaning in life and sustainable growth and development. Each dimension of psychological well-being describes the various challenges that individuals must face in an effort to function positively. (Anthonie, 2022).

In addition to the 2 predictors that appear more above, there are 2 predictors that are believed to have a negative effect on adult employee OCB during the Covid 19 pandemic, namely emotional exhaustion and workplace loneliness and working from home. These two variables are phenomena that often arise due to the covid 19 pandemic. In the face of the Covid 19 pandemic, which is quite long, it will be able to make someone experience emotional exhaustion. Especially for some people who work in the health sector and other public sectors. Besides that, the covid pandemic has changed the existing work habits. When the Covid 19 pandemic occurred, many companies imposed WFH or Work From Home to prevent the spread of Covid 19. However, it turns out that this policy makes employees vulnerable to feelings of loneliness at work. Given, direct interaction with other colleagues is practically reduced.

Loneliness is defined as a perceived deficit in one's social relationships. Loneliness at work is the feeling that one's social needs are not being met at work. This includes a failure to emotionally connect or attach to others. Based on the results of the study, it shows that workplace loneliness and working from home have an interactive effect on OCB. It is explained that people who do not work from home (Work in the office) tend to engage in more OCBs than people who work from home (WFH). These results suggest that working from home has an impact on workers' ability to perform or enact OCBs. In general, this finding makes sense because many OCBs rely on direct interactions, such as noticing a co-worker who needs help. This notion is also supported by research in the COVID-19 pandemic era which has shown that employees appear to be less prone to engage in behaviors that most easily emerge in the context of face-to-face and collective action. (Wax, Deutsch, Lindner, Lindner, & Hopmeyer, 2022).

Bakker and Demerouti (2007) explain when workers face prolonged and intense job demands without the resources to cope, they may experience a lot of stress and become emotionally exhausted. During the Covid-19 pandemic employees working in a hospital environment or other healthcare facilities will be dealing with more patients than usual. They often witness the death of their colleagues due to infection, staying away from their families for days. All of this makes the job even harder and may trigger stress. The results of this study identify COVID-19-related stressors that cause emotional exhaustion will inhibit OCB behavior. (Dasgupta, 2022).

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#### 4. Conclusions

From all the explanations that have been conveyed, it can be seen that there are several things that are predictors of Organizational Citizenship Behavior (OCB) for adult employees during the Covid-19 pandemic, including employee perceptions of relationships with leaders & coworkers, Perceptions of Justice at Work, Self Resilience, Psychological Climate, Workplace spirituality, Islamic work ethics, Work motivation, Work environment, Employee welfare (Salary & Benefits), Psychological well being, Psychological capital, Self-actualization, perceived organizational support (POS), employee engagement, and affective commitment. In addition, there are 2 variables that negatively affect adult employee OCB during the Covid 19 pandemic, namely emotional exhaustion and workplace loneliness and working from home.

Among the variables identified as influencing OCB, there are 2 variables that appear more than other variables in different journals. These 2 variables are Work environment and Psychological well being. In general, a healthy and friendly work environment is believed to increase OCB. With a healthy work environment, it will tend to increase the job satisfaction of an employee. From here, the company is expected to encourage the creation of a positive work environment so that it can trigger the emergence of OCB in employees. In addition, companies are also expected to be able to create programmes that can encourage employees to have good psychological wellbeing. Psychological wellbeing itself includes how individuals play a role in life, how individuals understand the meaning and purpose of life, and how individuals are able to build relationships with other individuals. Psychological wellbeing is characterized by gaining happiness, life satisfaction and the absence of depressive symptoms.

Companies also need to pay attention to the following things that are proven to hinder the emergence of employee OCB. Among them is the company needs to evaluate the Work From Home policy implemented. Because from the results of the research it is proven that Work From Home can trigger feelings of loneliness or loneliness in the workplace. Where from the results of the study it will have an impact on the level of employee OCB. In addition,

companies need to anticipate prolonged stress and trigger emotional exhaustion. Because research also proves that this will also make employees have low OCB.

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