



## Exploring Factors Influencing OCB in Early Adulthood: A Systematic Review

Muhammad Putra Bayu Sutaata <sup>a\*</sup>, Annikmatul Karimah <sup>a</sup>, Nida Hasanati <sup>b</sup>

<sup>a</sup> Postgraduated Student, University of Muhammadiyah Malang, Jl. Raya Tlogomas No. 246 Malang – East Java, 65144, Indonesia

<sup>b</sup> Lecturer, University of Muhammadiyah Malang, Jl. Raya Tlogomas No. 246 Malang – East Java, Indonesia

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### ABSTRACT

Organizational Citizenship Behaviour (OCB) is a voluntary action to improve organizational effectiveness that has several dimensions. Every figure who expresses OCB, some have differences but still have the same context. This systematic review aims to analyze influencing factors Organizational Citizenship Behaviour (OCB) on early adulthood. There were 18 journals that were reviewed, factors that could influence organizational citizenship behavior covers age diversity, workplace incivility, burnout, affective commitment, workplace spirituality, teacher self-efficacy, servant leadership, empowerment, proactive personality, organizational climate, psychological capital, emotional intelligence, perceived organizational support, psychological contract fulfillment, organizational commitment, job insecurity, organizational trust, perceived ethical leadership, workplace jealousy, corporate reputation, perceived support, organizational justice and jobs satisfaction, religiosity, perceived organizational justice, transformational leadership, organization culture, locus of control, organizational, competency, quality of work life, leader member exchange and empowerment.

Keywords: *Organizational Citizenship Behaviour, Early adulthood.*

### 1. Main text

For 30 years since Organ (1988) introduced the concept Organizational Citizenship Behavior (OCB). According to Organ (1988), Organizational Citizenship Behavior (OCB) can be defined as individual actions that are voluntary, not directly recognized through a formal reward system, and essentially aimed at improving the overall effectiveness of the organization. Bateman and Organ's (1983) rationale was heavily influenced by social psychology, so it is not surprising that several items were used to measure Organizational Citizenship Behavior (OCB) is closely related to terms in social psychology, such as altruism, compliance, and cooperation. In line with this view, Smith et al. (1983) refined the concept of OCB by dividing it into two terms, namely Altruism (behavior aimed directly at helping a particular person in a conflict situation) and general compliance (behavior based on conscientiousness individual, not directed directly at others but can provide indirect assistance within the system). Organ (1997) later updated the definition of OCB and proposed dimensions of OCB consisting of helping, courtesy, and conscientiousness. Although slightly different, Organ et al. (1997) argue that empirically, the construct altruism and courtesy are difficult for supervisors to distinguish because their definitions often overlap. Therefore, they suggest that in an empirical context in the world of work, this construct can be combined into one with helping behavior, so that the OCB concept is divided into 3 dimensions, namely helping behavior, sportsmanship, and civic virtue.

Organ (1997) later redefined OCB as "performance that supports the social and psychological environment in which task implementation takes place" According to Podsakoff et al., (2009), latest definition Organizational Citizenship Behavior (OCB) provides several advantages compared to the original definition. This new definition maintains the separation between task performance and OCB, in line with the contextual view of performance proposed by Borman & Motowidlo (1993), and avoids the notion that OCB must be discretionary and unrelated to rewards. This latest definition also emphasizes the importance of considering the context in which tasks are carried out. With this new definition, the understanding of OCB becomes more comprehensive by taking into account social and psychological environmental factors.

Williams and Anderson (1991) made an important contribution to understanding Organizational Citizenship Behavior (OCB). According to them, an important aspect in understanding OCB is to consider who the OCB behavior is directed at. Therefore, they divide OCB into two types, namely OCB-I (OCB behavior directed at individuals, such as coworkers or superiors) and OCB-O (OCB behavior aimed at the organization, such as safeguarding organizational assets and having a presence above average). Although Williams and Anderson (1991) made this separation, the essence of the understanding of OCB that has been proposed by previous researchers remains intact. These differences in types of OCB provide implications for further research and enrich understanding of organizational citizenship behavior.

The majority of this research was conducted in the private sector with the aim of making a profit, for example research on sales staff in the early career stages (MacKenzie et al., 1991) at supervisor and employee level in the manufacturing sector (Armstrong & Qi, 2020). The results show that in the private

sector, workers tend to be willing to do more than is expected of them, even beyond the rewards they receive at work. Organizational Citizenship Behavior (OCB) is a major concern in this context. OCB differs from other forms of extra-role behavior, such as discretionary service behavior, which can be considered a relevant and specific response to a complex and dynamic work environment (Nguyen et al., 2017).

The main difference between OCB and discretionary service behavior is the sharper response focus of discretionary service behavior. Discretionary service behavior is generally discussed in the context of service organizations, where frontline staff provide direct service to customers (Blancero & Johnson, 2001; Siami et al., 2022; Simons et al., 2018). Meanwhile, OCB is more holistic, where employees can act both reactively and proactively, and is not limited only to customers (Organ, 1988). In the nonprofit sector, helping others is often at the heart of the work, making organizational citizenship a central concern rather than something peripheral. However, while a job description may include the activity of helping others as a basic matter, there is still the potential to go beyond the minimum outlined in the formal job description in helping others.

OCB is a concept that has a multidimensional dimension, which consists of five main aspects as explained by Organ in 1988. First, altruism refers to the voluntary act of assisting co-workers or other organizational members in completing relevant tasks and resolving problems in the organizational environment. Second, conscientiousness involves performing duties beyond those expected of the contractual role, such as not wasting organizational time or resources, working overtime to support projects, or volunteering to coordinate activities. Third, civic virtue reflects an employee's willingness to engage with the organization and demonstrate interest in improving organizational processes and efficiency. Fourth, sportsmanship involves attitudes of tolerance and dissatisfaction or creates injustice in the organization's work environment. Final, courtesy involves taking precautions against work-related problems with other members, with efforts to avoid conflicts between decisions and employees.

OCB is considered a personal decision based on research by Chiu and Chen (2005), although it is important because it has a positive impact on the organization. There are three main motives underlying OCB behavior, as explained by Rioux and Penner (2001). First, there is the pro-social values motive, which involves the desire to help others and gain acceptance. Second, the motive for organizational concern includes a sense of pride and concern for the organization. And finally, the impression management motive involves the desire to create and maintain a positive image.

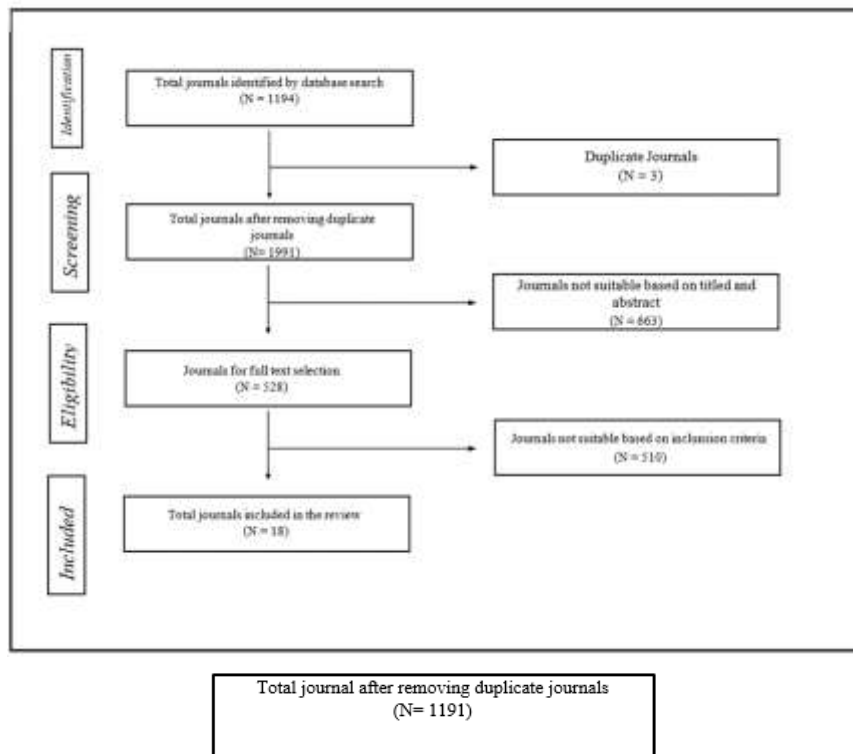
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## 2. Method

In this review process, researchers begin their steps by formulating research questions using an approach SPIDER (Sample, Phenomenon of Interest, Design, Evaluation, Research Type). The research question asked was, "What are the influencing factors Organizational Citizenship Behavior (OCB) in early adulthood?". After formulating the question, the researcher continued by designing search keywords that would be used in various databases. After getting the terms from the research question, the researcher conducted a search using keywords such as OCB, Organizational Citizenship Behavior on the database Scopus and Google Scholar. After conducting a search, researchers use Mendeley and Rayyan to check for duplication between found articles. The next process involves screening based on the title and abstract, which is then followed by review of the entire manuscript. Of the 1,194 journals initially collected, we managed to filter and select 18 journals that met the criteria, namely regarding factors that influence Organizational Citizenship Behavior (OCB) in early adulthood. This research focuses only on early adulthood (18-40 years). Early adulthood or early adulthood comes from the past form of the word adult which has the meaning of having grown to perfect strength or size and has become an adult. Hurlock (1999) said that early adulthood starts from the age of 18 to 40 years. The changes that occur at this stage include physical and psychological changes.

On the other hand, Santrock (2002) added that early adulthood is a time for working and establishing relationships with the opposite sex, sometimes leaving little time for other things. Kenniston (in Santrock, 2002) suggests that early adulthood is a period of economic and personal temporaryness, as well as a struggle between interest in independence and becoming socially involved.

There are two criteria proposed to indicate the end of late adolescence and the emergence of the beginning of early adulthood, namely economic independence and independence in making decisions. In other words, it can be said that what is generally recognized as a sign of entering early adulthood is when someone gets a full-time job (full-time) which is more or less constant (Santrock, 2002). This selection process is then represented in a PRISMA graphic to provide a visual depiction of the journal selection flow in this review. PRISMA Chart for Journal Selection Flow.



**Figure 1.** PRISMA Graph for Journal Selection Flow

### 3. Result and Discussion

Work readiness is needed by every individual to be able to compete in an increasingly competitive job market. Especially for teenagers, in this case, Vocational High School students and vocational program students who are prepared to enter the world of work after graduating from education. Of course, when teenagers are faced with various demands to enter early adulthood, many adjustments are needed in various aspects of life. Various factors can influence work readiness. In general, the influencing factors are internal factors in the form of belief in one's abilities, competence, and adaptability. Also from external factors in the form of social support, organizational activities and what is most often discussed and has an influence is industrial work practices or internships in companies or organizations.

**Table 1.** List of factors that influence work readiness in college students and students

No	Writer	Subject	Factor Influences
1.	Varma (2022)	30-35 years	Age diversity
2.	Liu, et al., (2019)	30-39 years	Workplace incivility, burnout and affective commitment
3.	Mahipalan, et al. (2018)	26-40 years	Workplace spirituality and teacher self-efficacy
4.	Newman, et al., (2017)	30-36 years	Servant leadership, lmx, empowerment and proactive personality
5.	Subramani, et al (2016)	20-40 years	Organizational climate
6.	Gupta, et al (2017)	25-34 years	Psychological Capital, perceived organizational support
7.	Pradhan, et al. (2016)	20-39 years	Psychological Capital, emotional intelligence.
8.	Ahmad & Zafar (2018)	20-40 years	Perceived organizational support, psychological contract fulfillment
9.	Pahirathan (2018)	18-38 years	Organizational commitment
10.	Harris, & Kirkman (2014)	25-32 years	Leader-member exchange lmx differentiation lmx relational separation

11.	Hong, et al., (2023).	20-30 years	Perceived organizational support, job insecurity, organizational trust
12.	Wang & Sung (2016)	25-36 years	Perceived ethical leadership; workplace jealousy
13.	Akturan,& Şevik (2016)	19-33 years	Corporate reputation
14.	Cahyani, & Pusparini (2020)	21-40 years	Perceived Supervisor Support, organizational justice and jobs satisfaction
15.	Dami, et al., (2020).	21-40 years	Religiosity
16.	Tesfaye, et al. (2022)	20-40 years	Perceived organizational justice
17.	Masrohatin & Tobing, (2019).	20-40 years	Transformational leadership, organization culture, locus of control, organizational
18.	Jim, et al., (2013).	21-40 years	Competency, quality of work life, leader member exchange, Empowerment

Various studies have identified factors that influence Organizational Citizenship Behavior (OCB) in organizations. According to Pada Varma (2022), young employees under the age of 30 years and those aged between 30-35 years in manufacturing companies show high levels of OCB, especially in civic virtue, altruism, conscientiousness, courtesy, and sportsmanship. Liu et al. (2019) found that workplace incivility can reduce OCB through burnout, but can also increase OCB because employees try to reduce feelings of self-blame. Mahipalan et al. (2018) show that meaningful work is positively related to OCB, especially in helping colleagues and organizational tasks, with personal-work value congruence and self-efficacy also supporting OCB. Newman et al. (2017) highlighted that a proactive personality in employees increases positive responses to servant leadership, which leads to better LMX relationships and higher OCB.

Subramani et al. (2016) found that a positive organizational climate increases various OCB components such as altruism and courtesy. Gupta et al. (2017) stated that Psychological Capital (PsyCap) and work engagement mediate the relationship between PsyCap and OCB, especially when supported by perceived organizational support. Pradhan et al. (2016) also identified that PsyCap and emotional intelligence were positively correlated with OCB, indicating that psychological stability and emotional understanding enhance extra-role behavior at work. Ahmad & Zafar (2018) found that psychological contract fulfillment (PCF) significantly influences OCB, with organizational support as a partial mediator.

Pahirathan (2018) identified a strong positive relationship between organizational commitment, group commitment, work engagement, and OCB. Harris & Kirkman (2014) show that high-quality LMX strengthens the positive relationship with OCB, although LMX differentiation can weaken this relationship. Hong et al. (2023) found that perceived organizational support (POS) increases OCB, which is mediated by job insecurity and organizational trust. Wang & Sung (2016) stated that workplace jealousy partially mediates the relationship between ethical leadership and OCB, with ethical leadership also moderating this relationship.

Akturan & Şevik (2016) found that corporate reputation had a positive effect on altruism, courtesy, civic virtue and conscientiousness, but not on sportsmanship. Cahyani & Pusparini (2020) show that job satisfaction and organizational justice mediate the relationship between POS, PSS, and OCB. Dami et al. (2020) found that religiosity has a significant positive influence on OCB, and Tesfaye et al. (2022) found that perceived organizational justice is positively related to OCB. Masrohatin & Tobing (2019) show that transformational leadership, positive organizational culture, and internal organizational control have a positive effect on OCB. Finally, Jim et al. (2013) highlighted that LMX, empowerment, and competence significantly influence OCB. Overall, these studies indicate that leadership, organizational culture, organizational support, work engagement, and employee characteristics significantly influence OCB.

#### 4. Conclusions

In the last 30 years since its introduction Organizational Citizenship Behavior (OCB) by Organ (1988), this concept has developed rapidly. OCB, originally defined as voluntary actions to increase organizational effectiveness, has now undergone a detailed breakdown of dimensions by researchers such as Bateman and Organ (1983), Smith et al. (1983), and Organ (1997). Williams and Anderson (1991) enriched understanding by dividing OCB into two types, OCB-I and OCB-O. Of the 18 journals analyzed, factors that could influence Organizational Citizenship Behavior (OCB) in early adulthood, among others, age diversity, workplace incivility, burnout, affective commitment, workplace spirituality, teacher self-efficacy, servant leadership, LMX, empowerment, proactive personality, organizational climate, psychological capital, emotional intelligence, perceived organizational support, psychological contract fulfillment, organizational commitment, job insecurity, organizational trust, perceived ethical leadership, workplace jealousy, corporate reputation, perceived support, organizational justice and jobs satisfaction, religiosity, perceived organizational justice, transformational leadership, organization culture, locus of control, organizational, competency, quality of work life, leader member exchange and empowerment.

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