



## Antecedent Organizational Citizenship Behavior Model: a Literature Review

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**Abstract:** Employee contributions that exceed their job descriptions or exceed the demands of their roles in the company are part of organizational citizenship behavior (OCB). Once the importance of OCB in achieving company goals makes us interested in research with the aim of providing recommendations for OCB antecedent models and solutions to these models at PT. Sejahtera Usaha Bersama (PT. SUB). This study uses a literature review method. Where the results of this study are recommendations for OCB antecedent models for PT. SUB, namely organizational communication, servant leadership, organizational commitment, job motivation, employee age, and organizational culture, it is hoped that these antecedents can strengthen the OCB dimensions, namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness. And there are 6 solutions that we offer to PT. SUB.

**Keywords:** OCB, Organizational Communication, Servant Leadership, Organizational Commitment, Job Motivation.

### INTRODUCTION

Behavior that arises because employees feel part of the company and employees feel satisfied when they have done something more for the company. This behavior is part of OCB (Organizational Citizenship Behavior). Several empirical facts show that organizations whose employees have good OCB will have good performance too (Suzanna, 2017). PT. Sejahtera Usaha Bersama (PT. SUB) is a plywood industrial company under the auspices of the Samko Timber Group, and currently has subsidiaries in various regions of East Java, such as Jombang, Jember, Madiun, and Banyuwangi.

OCB phenomenon at PT. SUB can be seen in the news written on <https://www.lensaindonesia.com>, where in the news it was said that 14 employees of PT Sejahtera Usaha Bersama committed theft at the company where they worked and were arrested by the Jombang Police Criminal Investigation Unit. Whereas Demirel, Elhusadi, & Alhasadi (2018), describes one of the characteristics of OCB, which is to behave positively

and contribute to the company's success. This was done by 14 employees of PT. SUB contradicts the characteristics of OCB, this shows that the OCB behavior of PT SUB employees is not optimal.

The next phenomenon of OCB can be seen from the news sources on <https://www.youtube.com/watch?v=HqSjFcrNeLw> who reported that hundreds of employees of PT Sejahtera Usaha Bersama held a demonstration demanding the abolition of outsourcing and improving employee welfare. Meanwhile, according to Herfina & Wulandari (2019), states that OCB is a behavior that benefits the organization because employees will support and defend the organization so that they will work and improve their work and be loyal to the organization. If the employee demo at PT. SUB still occurs then employees do not reflect the behavior of OCB, because the ultimate goal of OCB is to benefit the organization and defend the organization.

Based on the description Prasetyo (2018), obtained information that PT. Sejahtera Usaha Bersama (PT. SUB) consists of two parts, namely the production and supporting divisions. The supporting division consists of logistics, log-yard, maintenance, and quality control divisions. Meanwhile, the production division consists of the division of plywood production, floor-base production, veneer production and face-back production. The existence of interrelated sections and divisions certainly requires good communication so that messages in the form of information and ideas can be conveyed properly between divisions and sections. The role of organizational communication plays an important role to improve OCB in the company.

Further description of Prasetyo (2018), also obtained information that PT SUB produces less than 200,000 m<sup>3</sup> per year. This word lacking indicates that production activities are not yet optimal, production activities must be carried out as much as possible if necessary, exceeding 200,000 m<sup>3</sup> per year. We see that these two parts are interconnected with each other, therefore we need helpful behavior to speed up work activities so that activities and production results can be maximized.

Once the important role of OCB to achieve the goals of the company, so we are interested in researching about OCB. Based on the phenomena that have been described, we have a research objective to provide recommendations for OCB antecedent models and solutions for PT. SUB.

## LITERATURE REVIEW

Robbins (2015) in (Abrar & Isyanto, 2019), states OCB is a discretionary behavior that contributes to the psychological and social environment at work. So a successful company starts from workers who are able to do more than just ordinary responsibilities but how to be able to create performance that is above expectations. Whereas Simanjuntak, Siregar, Sisca, & Chandra (2020), stated that OCB is the behavior of individuals who are free to make sure, which is not directly or explicitly recognized by the formal reward system and will jointly press for more efficient organizational functions.

Devi, M. Kamaraj, & Prakash (2021), Organizational Citizenship is defined as "Behavior that is independent, not directly or explicitly recognized by the formal reward system, and which overall promotes the effective functioning of the organization. OCB is one of the solutions to increase awareness among employees and can become employee involvement in other employee tasks in order to achieve a good performance (Abrar & Isyanto, 2019). According to Dewi, Hartono, & Wibowo (2022), OCB is a positive behavior of employees in the organization, which is expressed in the form of a conscious and voluntary willingness to do work.

Therefore, it can be synthesized that OCB is employee behavior that is carried out voluntarily outside of the job description, which if done does not get a reward or if it is not

done it does not get punished, where this behavior is carried out in a positive direction and achieves company goals.

Demirel, Elhusadi, & Alhasadi (2018), describes the characteristics of OCB including volunteering, not a job description, contributing to organizational success, and positive behavior. Once the importance of OCB in an organization in achieving organizational goals, the presence of OCB can have an effect on the organization, namely: achieving organizational effectiveness, flexibility in work, maintaining internal regulatory balance, strengthening social behavior, reducing friction, increasing competence, increasing productivity, minimizing costs. operations, coordinating group activities, reducing employee turnover, and increasing the quality and quantity of work output.

OCB is an indicator of job reflection with a team that works well in an organization. "OCB is an attitude of help that is carried out by employees which aims to increase the success of the organization (Seha, Nike, & Elan, 2021). According to the article Grasiawaty, Juwita, & Setyasih (2016), there are 2 main dimensions of the OCB measuring instrument, namely: OCB-I (Individual OCB) is an OCB carried out by an employee aimed at individuals in the organization, either to colleagues or to their supervisors/subordinates. For example, helping colleagues who are overloaded with work, helping bosses, and so on. While OCB-O (OCB Organization) is OCB carried out by an employee aimed at the organization as a whole, for example maintaining company assets, following company rules, and so on.

While in the article Anwar (2021), there are 5 dimensions of OCB, namely 1). Altruism is the behavior of helping colleagues who face difficulties closely related to the operational tasks of the organization without any coercion, 2). Conscientiousness is behavior that is shown to exceed the minimum requirements desired by the company, such as arriving early, making maximum use of working time, 3) Sportmanship is positive behavior towards the organization, by tolerant or not complaining or demanding conditions that are less than ideal in the organization, 4) . Courtesy is the behavior of maintaining good relations with fellow co-workers, preventing conflict in order to avoid interpersonal problems, and 5). Civic Virtue is a behavior that reflects responsible participation and participation in the sustainability of the organization.

## **RESEARCH METHODS**

This study uses a literature review to answer the problem, where literature review is a systematic, explicit method of identifying, evaluating, synthesizing research ideas from researchers or practitioners (Khasanah, 2022). The stages of literature review in research use the stages of Aprianti & Sugito (2022) starting from stage 1). find relevant literature, 2). evaluate literature review sources, 3). perform identification, 4). create an outline structure, and 5). Compile the results of a literature review and draw conclusions. The literature sources come from international journals, national journals and news.

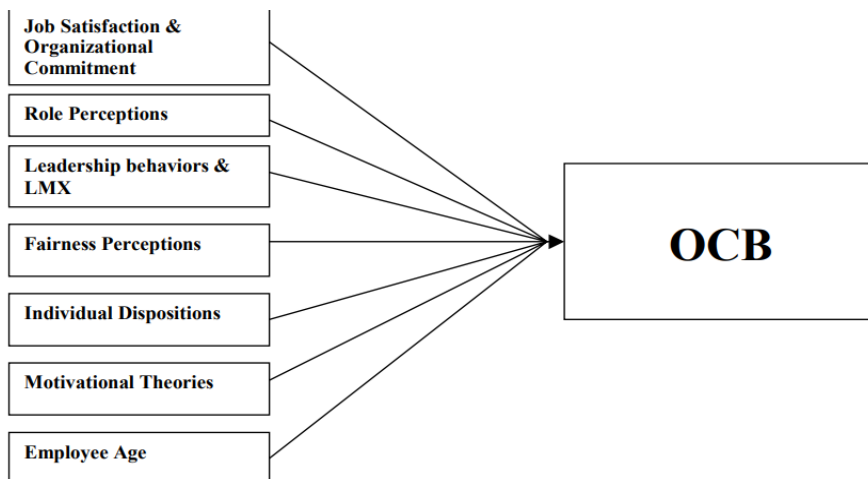
## **FINDINGS AND DISCUSSION**

For the antecedent model of OCB, we look at several models from the literature review. The antecedent model of the OCB of Sihombing & Nasution (2020), the factors that influence OCB in companies are organizational commitment, job satisfaction, and organizational culture. Whereas Atikah (2020), the antecedents of OCB are organizational culture, personality, organizational support, superior-subordinate interaction, tenure and gender. As well as Arina, Nelwan, & Pandowo (2021), where the OCB antecedent model includes motivation, organizational culture and leadership style.



Picture 1. The OCB Antecedent Model of Demirel et al., (2018)

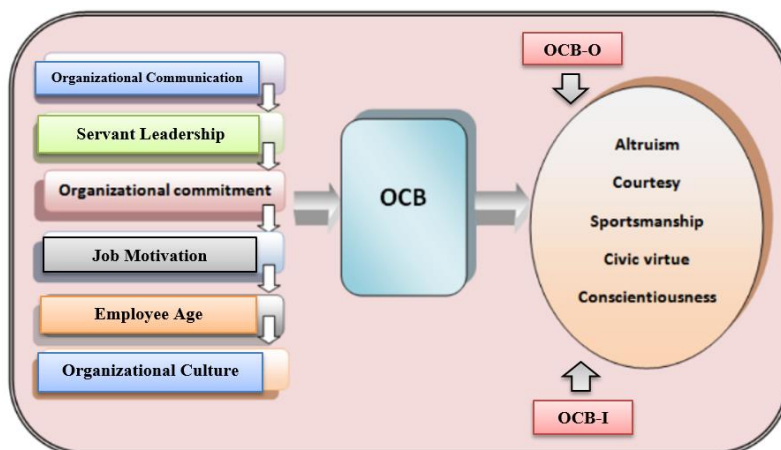
On model Demirel et al., (2018) explained that OCB is the result of organizational justice, organizational commitment, job satisfaction, leadership, organizational culture, and work motivation.



Picture 2. Antecedent Model of OCB from (Jahangir, Akbar, & Haq, 2004)

On model (Jahangir et al., 2004), explained that the factors that influence OCB are job satisfaction, commitment, leadership, role perceptions, fairness perception, motivational, individual dispositions, and employee age.

Based on several antecedent models that have been described from some literature, we make recommendations for antecedent models for PT. SUB, as shown in picture 3.



Picture 3. Antecedent OCB Model

Picture 3 is the model we recommend to PT. SUB where based on the literature review, we narrow down the OCB antecedents are organizational communication, servant leadership, organizational commitment, job motivation, employee age, and organizational culture.

Organizational communication is a factor that forms OCB. Dewi et al., (2022) Communication is the sharing of information, ideas and attitudes with others. Employees will feel comfortable communicating with colleagues from fellow divisions as well as with superiors, they can both place themselves and understand the procedures for communicating, so that both superiors and employees as well as fellow employees respect each other (Prasetyo, 2018). So it can be concluded that effective and quality communication that occurs in the company will be able to convey information, ideas and attitudes between employees, thus it is hoped that it will strengthen and form positive employee attitudes that can benefit the company and this is all part of OCB.

Servant leadership is an antecedent of OCB. Where servant leadership is oriented to servant leadership, knowledge-based, participatory, aspects of responsibility in the process, ethics and social can defuse scandals or conflicts within the organization (Manora, Titisari, & Syaharudin, 2021). With the service of the leader to his subordinates will result in the service of subordinates to the leader. So it can be concluded that leaders who provide services and real examples to subordinates in the corporate environment will increase OCB.

Organizational commitment is a state of employees who are in favor of the goals and desires of the organization and maintain themselves in the organization, if the employee has high organizational commitment, then he does not intend to leave the organization (Atikah, 2020). Organizational commitment means more than just passive loyalty, but involves an active relationship and an employee's desire to make a meaningful contribution to the organization (Manora et al., 2021). With the commitment of employees to the company will make a real contribution to the company, employees will assume that they are the most important part of the company and vice versa. Therefore they will do positive things to advance the company, if this continues it will form OCB to be even better.

The next OCB antecedent is work motivation. Where positive work motivation can also affect how an employee provides time to help complete the work of other co-workers when the individual gets time off while working (Arina et al., 2021). Motivation is divided into 2 kinds, namely intrinsic and extrinsic motivation. Intrinsic motivation is a force that is driven from within individuals to achieve their goals, while extrinsic motivation is an external drive to complete their tasks such as work environment, external rewards, etc.

Employee age by (Jahangir et al., 2004), where younger and older workers may differ in their orientation to self, others, and work. These differences may lead to different salient motives for OCB between younger and older employees. Where if workers are more mature and senior in their work, they will have a sense of help because they have long experience in the company, while at a young age they are more junior and have not as much knowledge as employees who are seniors.

Furthermore, the next OCB antecedent is organizational culture Arina et al., (2021), stated that organizational culture is shared values and beliefs that interact with employees, company structures and systems to produce behavioral norms and are behavioral guidelines for company employees. Whereas Atikah (2020), provides information that organizational culture is the basic pattern accepted by companies to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization, the better the organizational culture applied by the company, the better OCB will be. The application of an organizational culture that supports employee OCB will make every employee continue to provide time and energy to help other colleagues who need help when working (Arina et al., 2021). So it can be concluded that the values and beliefs formed by the company will make it

the basis of behavior for employees, where a positive organizational culture will support the formation of a better OCB.

The solutions we offer to PT. SUB is based on the Antecedent model that we have synthesized, including:

- 1) For communication, we offer companies to communicate more intensely to minimize information gaps between leaders and subordinates as well as between divisions. Thus these activities will increase OCB in the company
- 2) For servant leadership, we suggest that company leaders follow Ki Hajar Dewantara's leadership principles, namely Ing Ngarso Sung Tulodo, which means that leaders must be able to set a good example. It is expected to be an inspiration for subordinates who are given an example by the leadership to set an example for other employees. It is hoped that the presence of servant leadership can improve the company's OCB
- 3) For organizational commitment we propose a shared commitment between management and employees and vice versa. It is hoped that it can support the implementation of OCB in the company
- 4) For work motivation, we provide input so that management strengthens extrinsic motivation in the form of rewards both in the form of financial and non-financial. As for intrinsic motivation, we offer to foster a sense of love for the company. Thus, it is hoped that it will increase the OCB of the company
- 5) For the employee age, we provide solutions so that management can provide space so that junior employees always consult with senior employees as well as for senior employees so that they can accept the communication technology transformation of junior employees. This activity is expected to increase OCB
- 6) For organizational culture, we suggest that management should formulate a culture that will characterize the company, such as arriving early, helping anyone in need, being disciplined about time off. Thus, it is expected that the company's OCB will increase.

## CONCLUSION AND RECOMMENDATION

OCB has an important role in achieving company goals. Therefore, the antecedent model of OCB is very interesting to study. Based on the literature review that we have done, we conclude and recommend the OCB antecedent model for PT. SUB, namely organizational communication, servant leadership, organizational commitment, job motivation, employee age, and organizational culture, it is hoped that these antecedents can strengthen the OCB dimensions, namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness. And there are 6 solutions that we offer to PT. SUB is based on the Antecedent model we have synthesized. This research has many weaknesses, one of which is that this research is only based on a literature review, so we suggest that future researchers can conduct research directly on the object, namely PT. SUB, can use both quantitative or qualitative approaches.

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