

Mediating Role of Organizational Citizenship Behavior in Workplace Dynamics: A Literature Review on Workload, Work Culture, Motivation, Job Stress, Social Support, and Employee Performance

*Batina Yulia Utami, Velnika Elmanisar, Hadiyanto, Sulastri

Master Program of Educational Administration – Faculty of Education Sciences, Universitas Negeri Padang, Padang, Indonesia

*E-mail: batinatulisutami@gmail.com

Received: 11 Nov. 2024, Revised: 25 Nov. 2024, Accepted: 15 Des. 2024

ABSTRACT

The purpose of this literature review is to analyze how OCB serves as a critical mediator between key workplace factors such as workload, work culture, motivation, job stress, social support, and employee performance. By systematically analyzing relevant texts, books, and peer-reviewed journals, this library-based study synthesizes extant theoretical frameworks and empirical findings to highlight the critical role of OCB. The results reveal that job satisfaction, competence, and leadership are key determinants shaping employees' willingness to exhibit extra-role behaviors that benefit the organization as a whole. In turn, employees who perceive fairness, autonomy, and opportunities for skill development are more likely to take on additional responsibilities and demonstrate a strong commitment to organizational success. The discussion underscores that strategic interventions aimed at enhancing job satisfaction, building competencies through continuous learning, and cultivating effective leadership styles can enhance OCB, thereby mediating the influences of workload, culture, motivation, stress, and social support on performance outcomes. The review concludes that OCB acts as a vital catalyst for boosting overall organizational performance by bridging critical gaps between individual attitudes and broader institutional goals. Ultimately, OCB fosters a collaborative climate that promotes agility and innovation.

Keywords: *OCB, Job Satisfaction, Competence, Leadership, Employee Performance.*



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INTRODUCTION

Employee performance, as a critical aspect of human resources, plays a pivotal role in achieving the organization's vision, mission, and goals. One of the factors influencing employee performance is Organizational Citizenship Behavior (OCB) (Azmi et al., 2016). This article specifically examines the effects of workload, work culture, and motivation on organizational citizenship behavior. Additionally, job stress and social support are highlighted as crucial elements that influence and explain organizational citizenship behavior. The article also explores how these factors impact employee performance. By analyzing these interrelationships, this study seeks to provide valuable insights into strategies that organizations can adopt to enhance employee performance through the promotion of positive organizational behaviors. OCB is a key subdiscipline within the field of organizational behavior. According to the attitudinal perspective, employees exhibit OCB as a response to organizational initiatives and actions (Luthans & Avolio, 2009). Moreover, Podsakoff et al. (2000) describe OCB as discretionary employee behavior that

promotes the effective functioning of the organization. This type of behavior includes altruism, conscientiousness, and civic virtue, which extend beyond formal job roles.

OCB refers to actions and initiatives taken by individuals that enhance the overall effectiveness and efficiency of an organization. These behaviors go beyond the requirements of formal job roles and are not directly linked to the organization's formal reward system (Organ, 1988). Employees who engage in OCB often demonstrate a commitment to organizational success that extends beyond their core responsibilities, which can result in improved teamwork, better organizational culture, and enhanced overall productivity. For instance, Bolino & Turnley (2003) argue that organizations with high levels of OCB benefit from increased organizational adaptability and efficiency.

Motivation plays a significant role in fostering OCB, as employees with intrinsic motivation are more likely to engage in prosocial behaviors that align with organizational goals (Ryan & Deci, 2000). Similarly, Herzberg's two-factor theory highlights that factors such as job satisfaction and recognition can directly influence OCB levels (Herzberg, 1968). Work culture also shapes OCB, as a supportive and collaborative organizational culture encourages employees to go above and beyond their formal job descriptions.

Over the past thirty years, organizational citizenship behavior has garnered significant attention from both academics and practitioners. Extensive studies have been conducted to explore this concept and its implications for organizational behavior (Takeuchi et al., 2015). Previous research has investigated OCB. As noted by Sutrisno & Zuhri (2010), competence comprises a combination of skills, knowledge, and work attitudes that are crucial for effectively performing tasks and meeting workplace demands by established standards. Additionally, job stress is an essential factor affecting OCB and employee performance. Stress that arises from excessive workload and unclear roles can negatively impact OCB, while social support from colleagues and supervisors can mitigate this effect (House et al., 1981). Employees who perceive higher levels of support are more likely to engage in discretionary behaviors that benefit the organization (Eisenberger et al., 1986).

The purpose of this literature review is to analyze how OCB serves as a critical mediator between key workplace factors such as workload, work culture, motivation, job stress, social support, and employee performance. Specifically, this review seeks to understand the mechanisms through which workload, work culture, and motivation influence OCB.

METHODS

This study employs a library-based study approach, meaning that its primary data are derived from existing texts and secondary sources found in libraries or online databases. By systematically collecting, analyzing, and interpreting relevant books, journal articles, and related literature, the author can situate the current study within broader scholarly discussions and identify key findings that support its objectives. In line with Creswell (2018), this structured approach helps ensure depth and rigor by guiding the researcher through a deliberate process of source selection and evaluation. Furthermore, Machi and McEvoy (2016) highlight how critical appraisal of diverse references ranging from theoretical frameworks to empirical results enables researchers to refine their questions and methodologies. As Ridley (2012) notes, organizing the literature review into clear themes

or categories allows for more systematic comparisons of studies and a clearer understanding of the study gap. Similarly, Jesson et al. (2011) stress the importance of setting clear inclusion and exclusion criteria to avoid bias, ensuring that only the most relevant and high-quality sources shape the review. Finally, Zed (2008) underscores the accessibility and breadth of information available through library-based study, which makes it both efficient and flexible for gathering comprehensive data needed to build a solid theoretical foundation.

FINDINGS

3.1 The Influence of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction is a critical factor that drives employees to exceed their prescribed roles and engage in extra-role behaviors that benefit the organization (Organ, 1988). When employees experience alignment between their work and personal capabilities, are supported by empathetic and motivational leadership, and receive fair advancement opportunities, they tend to feel safer and more committed in the workplace (Judge et al., 2001; Robbins & Judge, 2019). As a result, heightened job satisfaction often translates into behaviors such as helping co-workers, taking on additional tasks, and acting in the best interest of the organization without expecting immediate rewards (Podsakoff et al., 2000; Van Dyne & LePine, 1998). Research has consistently shown a strong positive correlation between job satisfaction and various dimensions of OCB, suggesting that fostering a conducive work environment through effective supervision, equitable compensation, and supportive organizational policies encourages employees to deliver optimal performance (Bowling et al., 2010; Farooqui, 2012). The evidence from prior studies indicates that satisfied employees are more likely to display altruism, civic virtue, courtesy, sportsmanship, and conscientiousness, all of which are essential elements of OCB (Williams & Anderson, 1991; Podsakoff et al., 2014). In highly satisfied work environments, employees are motivated not only to fulfill their formal job responsibilities but also to act proactively, championing initiatives that sustain organizational effectiveness (LePine et al., 2002; Spector, 2008). These findings echo the conclusions drawn by several recent empirical works, underscoring that a supportive climate, clear career trajectories, and fair recognition systems can significantly enhance OCB (Chiang & Hsieh, 2012; Foote & Tang, 2008; Lavy & Littman-Ovadia, 2017).

3.2 The Influence of Competence on Organizational Citizenship Behavior

Competence, encompassing knowledge, skills, expertise, and behavioral attributes, is vital for employees to perform effectively within their roles and beyond (Boyatzis, 2008). As individuals refine their competence, they become more adept at handling complex tasks, resolving conflicts, and innovating solutions traits that are often associated with a willingness to go above and beyond formal job requirements (Chen & Kao, 2012; Gully et al., 2002). A competent workforce typically demonstrates greater self-efficacy, which in turn fosters proactive behaviors like mentoring peers, volunteering for additional responsibilities, and championing organizational improvement (Bandura, 1997; Spreitzer & Porath, 2012). In line with Human Capital Theory, well-developed competence also contributes to an individual's sense of professional identity, motivating them to excel in

team-based assignments and cross-departmental projects (Becker, 1964; Van Scotter & Motowidlo, 1996). Multiple studies have confirmed that the development of competence through training, feedback, and continuous learning opportunities positively correlates with OCB indicators, such as altruism and conscientiousness (Sharma et al., 2016; Griffin et al., 2007). This pattern is evident in contemporary organizations seeking to stay competitive and agile, where upskilling and reskilling are integral to strategic human resource development (Aguinis & Kraiger, 2009; Wang et al., 2014). Empirical research further shows that employees who perceive organizational support for competence-building are more inclined to reciprocate with higher levels of OCB, thus reinforcing a culture of mutual benefit and sustained organizational growth (Zhang & Bartol, 2010; Hsieh & Hsieh, 2003).

3.3 The Influence of Leadership on Organizational Citizenship Behavior

Leadership plays a crucial role in molding employees' attitudes and behaviors, including their propensity to engage in OCB (Northouse, 2018). Effective leaders guide subordinates toward achieving both individual and organizational goals by providing clarity in expectations, creating alignment with the organization's mission, and offering personalized support (Bass & Avolio, 1994; Yukl, 2013). When employees feel genuinely valued by leaders through recognition, mentorship, and empowerment they are more likely to exhibit extra-role behaviors, such as helping colleagues, endorsing organizational changes, and taking personal initiatives (Graen & Uhl-Bien, 1995; Liden et al., 2008). Transformational leadership, in particular, has been strongly linked to the cultivation of OCB, as it emphasizes inspiring a shared vision, intellectual stimulation, and individualized consideration (Podsakoff et al., 1990; Babcock-Roberson & Strickland, 2010). Servant leadership approaches similarly promote an environment of trust and collaboration, encouraging employees to act with the overall welfare of the team and organization in mind (Greenleaf, 1977; Eva et al., 2019). Scholars have also found that leadership behaviors such as fairness, openness, and ethical conduct significantly bolster employees' morale and willingness to go beyond formal job specifications (Brown & Treviño, 2006; Detert & Burris, 2007). These findings underscore the pivotal role leaders play in shaping organizational culture, where positive role modeling and strategic communication are instrumental in fostering OCB (Walumbwa et al., 2010; Piccolo et al., 2010; Ilies et al., 2007).

CONCLUSION

Based on the explanations above, it can be concluded that job satisfaction, competence, and leadership each play a significant role in shaping OCB. When employees feel satisfied with their work environment receiving fair compensation, supportive supervision, and growth opportunities they are more likely to go beyond their formal duties and demonstrate extra-role behaviors. In parallel, competence underpins employees' capacity to excel in their tasks and respond effectively to the organization's needs. As their expertise, skills, and knowledge grow, employees become more confident and proactive, further fostering OCB. Meanwhile, effective leadership whether transformational, servant, or otherwise ensures alignment between individual goals and organizational objectives, cultivating a

supportive atmosphere where employees feel motivated to engage in discretionary efforts that benefit the broader team or institution. Taken together, these three factors create a reinforcing cycle higher levels of job satisfaction can bolster employees' willingness to develop competencies, and competent employees who receive strong leadership support tend to display higher OCB.

ACKNOWLEDGEMENT

The author extends heartfelt gratitude to the Master Program of Educational Administration, Faculty of Education, Universitas Negeri Padang, for their invaluable support and guidance throughout this study.

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