Research Article

Organizational Citizenship Behavior in the Context of Public Administration: Implications for Organizational Performance and Human Resource Management

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Abstract.

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors exhibited by employees outside their formal duties, which positively contribute to the success and efficiency of the organization. This literature review aims to examine the factors influencing OCB, mediating variables, and their impact on organizations in the context of public administration. The review synthesizes research findings highlighting the influence of leadership, organizational commitment, organizational culture, and individual personality on OCB.

Several studies have shown that transformational leadership and servant leadership have a significant impact on increasing OCB. Leaders who empower employees and pay attention to their needs tend to encourage them to behave more proactively in the organization, both in OCB-I (individual-directed citizenship behavior) and OCB-O (organization-directed citizenship behavior). Employees' affective commitment to their organization plays an important role in encouraging their involvement in OCB. The higher the level of affective commitment, the more likely employees are to exhibit higher OCB. In addition, a supportive organizational culture, which emphasizes cooperation, trust, and open communication, can create an environment that encourages citizenship behavior among employees.

However, several factors inhibit OCB, such as misattribution and loneliness at work. Misattribution reduces supervisors' understanding of employees' motivations behind OCB, while loneliness can hinder interpersonal relationships that are important for collaboration and OCB. Employee personality, particularly the openness dimension, has also been found to moderate the effects of misattribution on OCB.

This review provides valuable insights for public organizations in managing leadership, commitment, and organizational culture to encourage OCB and improve organizational performance.

Keywords: organizational citizenship behavior, public administration, leadership, organizational commitment, organizational culture, attribution error, employee personality

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1. Introduction

Organizational Citizenship Behavior (OCB) is behavior employees who go above and beyond their formal roles and contribute to the effectiveness organization in a way overall . Concept This has long been understood as key in increase productivity , work The same between employees , and create environment positive work (Organ, 1990 [1]) . By theoretically , OCB can understood through framework reciprocal relationship social developed by Blau (1964), where employees who feel support and justice from organization pushed For show behavior volunteering that strengthens performance organization .

The significance of OCB in modern organizations do not Can underestimated , especially in face challenge new like error attribution on behavior this is what can to blur evaluation to contribution employees (Aulia et al., 2023) [2]. In the sector private sector , OCB has proven increase innovation and satisfaction customers , while in the sector public , the relevance of OCB becomes the more important in context of performance reform increasingly bureaucratic complex and digital.

In the era of digital bureaucracy and provision service public that is oriented towards efficiency and transparency , OCB becomes runway important For the success of the reform (Fadhilah et al., 2023) [3]. Employees the public who are voluntary help colleague , adopt technology new , and take the initiative increase quality service contribute to the improvement accountability and satisfaction society , which is objective main administration modern public . In addition , in face pressure regulations and demands high public , OCB helps strengthen solidarity and internal cohesion , which is important For guard stability and continuity service public (Bui Quang Hung et al., 2022)[4]

However , the dynamics of OCB in the sector public own characteristics special thing that distinguishes it from sector private , such as more attachment strong on values service public , accountability social , and influence politics that must be taken into account in design and management source Power humans (Aulia et al., 2023 [5]) Therefore that is , understanding and promoting OCB in sector public become aspect strategies that support bureaucratic reform , improvement performance , and achievement objective development sustainable .

A key factor influencing OCB is the supervisor's perception and attribution of the employee's motivation to engage in the behavior. Research has shown that when supervisors misattribute the motives behind an employee's OCB, it can lead to a reduction in future acts of citizenship behavior (McIlveene et al., 2024) [6]. This is particularly relevant

in cases where employees perceive their motivations to be misrepresented, such as when their helping behavior is viewed as impression management rather than genuine altruism. These misattributions can create negative social exchanges, discouraging employees from engaging in OCB in the future (Blau, 1964).[7]

In addition to the role of the supervisor, individual personality traits also play a moderating role in the relationship between OCB and outcomes. Openness to experience, a key trait in the Five-Factor Model of Personality, has been found to influence how employees respond to misattributions of their OCB motives. Employees high in openness may be more sensitive to such misattributions, leading to stronger negative impacts on their subsequent OCB (McIlveene et al., 2024). Understanding the relationships between supervisor behavior, employee motivation, and individual differences is critical for organizations seeking to foster a culture of active engagement and voluntary contributions beyond formal job roles.

With Thus , research and studies regarding OCB in context administration public , especially regarding digital reform and services public , very relevant For develop an effective and responsive HR management model to challenges of the times. This review will synthesize the existing literature on the antecedents, outcomes, and implications of OCB, with a particular focus on the role of supervisor misattribution and personality traits such as openness. In doing so, the review aims to provide insights into how organizations can better support OCB through more accurate assessments of employee motivation and creating environments that support sustained extra-role behavior.

Conceptual diagram can built with grouping findings main to in a number of core dimensions , which are logical connect factors causes , processes, and consequences of OCB:

- OCB dimensions (based on Podsakoff et al., 2000):

- Altruism

- Conscientiousness

- Sportsmanship

- Courtesy

- Civic Virtue

- OCB Driving Factors :

- Individual : Personality , motivation , public service motivation (McIlveene et al., 2024)

- Leader : Leadership style authentic , leadership transformational (Aulia et al., 2023)

● Culture Organization : Values organization , climate justice , culture work (Bui Quang Hung et al., 2022)

● Context Organization : Public vs private sector , digital bureaucracy , pressure politics (Fadhilah et al., 2023)

- Mediation and Moderation Process :

● Work engagement (Aulia et al., 2023)

● Organizational justice (Bui Quang Hung et al., 2022)

● Organizational support

- Impact and Consequences :

● Employee and organizational performance

● Satisfaction Work

● Effectiveness public services

● Bureaucratic reform and digital innovation

Typology that differentiates OCB characteristics based on sector context (Table 1):

TABLE 1: Characteristics of OCB.

Aspect	Public Sector	Private Sector
Motivation	Public service motivation, accountability social	Incentive economy , awards performance
Accountability Mechanism	Strict , regulation and public supervision	Flexible , results oriented business
Structure Organization	Formal, hierarchical bureaucracy	Flexible , decentralized
Leadership	Transparency , ethics , leadership authentic	Focus on results , development competence and innovation
Characteristics of OCB	Adherence to values social and interests public	Innovation , collaboration cross function
Award	Formal and procedural , tend to slow	Varied , fast and pragmatic
Impact main	Improvement quality service public and trust public	Improvement efficiency and profit

2. Materials and Methods

This study follows a systematic approach to explore the relationship between Organizational Citizenship Behavior (OCB) and various organizational and individual factors. A comprehensive literature review was conducted, focusing on the impact of supervisor

attributions, personality traits, and organizational culture on OCB. The study synthesizes findings from several articles to develop a solid understanding of the underlying mechanisms that drive extra-role behavior in employees .

2.1. Literature Review

This literature review collects literature from various academic databases such as Scopus, Web of Science, and Google Scholar, focusing on empirical and theoretical studies on Organizational Citizenship Behavior (OCB) in the public and private sectors, especially in the context of bureaucratic reform and the COVID-19 pandemic. From the initial search that resulted in around 1,200 articles, a screening process was carried out based on strict inclusion criteria, including publications in English and Indonesian, studies with quantitative and qualitative methodologies, and direct relevance to key variables (OCB, leadership, work engagement). Following the PRISMA protocol, 95 articles were finally included in the comprehensive analysis and thematic synthesis, including those focusing on the antecedents and outcomes of OCB. Articles such as McIlveene et al. (2024) and Podsakoff et al. (2000) provide a basic understanding of OCB, highlighting the importance of supervisor behavior, individual employee traits, and their subsequent impact on OCB. Synthesis of these studies helps identify key variables and build a conceptual framework for understanding the dynamics of OCB in organizational settings.

2.2. Data Collection

For the purpose of this review, articles published in peer-reviewed journals were systematically collected using academic databases such as Google Scholar, JSTOR, and ScienceDirect. The selection of studies was based on their relevance to OCB, supervisor attributions, and personality traits, with a primary focus on articles from the last 10 years [5]. The main inclusion criteria for selecting articles included empirical studies, theoretical papers, and research that addressed various factors influencing OCB, such as personality, supervisor behavior, and organizational culture.

2.3. Data Analysis

Data were analyzed using a qualitative content analysis approach. Each article was reviewed to extract themes related to supervisor attributions, personality traits such as openness to experience, and the influence of organizational culture on OCB. The findings were categorized and compared to identify common trends, differences, and emerging patterns. The analysis aimed to assess the extent to which supervisor behaviors and personality traits influence the likelihood of employees engaging in OCB.

2.4. Framework for Analysis

The theoretical framework is built on a synthesis of the literature, focusing on key concepts such as:

1) Supervisor Behavior: Misattribution of employee OCB motives and its impact on future citizenship behavior.

2) Personality Traits: The influence of traits such as openness to experience on how individuals respond to superiority attributions.

3) Organizational Culture: The role of organizational culture in encouraging or inhibiting OCB, with an emphasis on leadership and organizational support.

2.5. Research Limitations

This study is limited by the scope of the reviewed articles, as it primarily covers research conducted in organizational settings in Western contexts. Further research could include research from non-Western organizations to explore cross-cultural differences in OCB.

3. Results and Discussion

3.1. Review of Findings

A review of the existing literature on Organizational Citizenship Behavior (OCB) reveals several key factors that contribute to the understanding of how OCB manifests in an organizational setting. Specifically, the role of supervisor behavior, employee personality traits, and organizational culture have been highlighted as important in shaping the likelihood of OCB enactment. Studies such as those by McIlveene et al. (2024) [6]

emphasize the importance of supervisor attributions in influencing employee extra-role behaviors. When supervisors misinterpret the motives behind an employee's OCB, it creates a negative social exchange that ultimately reduces the frequency of this behavior in the future. This finding is consistent with Blau's (1964) social exchange theory [6], which states that misattributions can lead to a lack of trust and reduced cooperation.

In addition, personality traits such as openness to experience also play an important role in how employees perceive and react to misattributions made by their superiors. Employees with higher levels of openness tend to be more affected by misattributions by superiors, as they are more sensitive to social cues and interpersonal relationships (McIlveene et al., 2024) [7]. This highlights the interaction between individual traits and external factors in determining OCB.

Cultural differences between countries such as the United States, which tend to be individualistic, and Indonesia or China, which are collectivistic, have different implications for how misattributions of OCB behavior occur and affect organizational performance. In individualistic cultures, extra-role behavior is often associated with personal motivation, so that misattributions in the form of skepticism of employees' positive intentions are more likely to occur. Conversely, in collectivistic cultures, attributions of behavior are often associated with social norms and group pressure, so that misattributions are more directed at external interpretations. In addition, the rigid bureaucratic institutional system in some developing countries can exacerbate the negative impacts of misattribution through limited communication and less responsive reward mechanisms, compared to more flexible bureaucracies in developed countries. Therefore, OCB management must be adjusted to the specific cultural and institutional context to optimize its contribution to organizational performance.

3.2. Supervisor Behavior and Employee Involvement in OCB

A large body of literature supports the idea that supervisor behavior directly influences OCB. As noted in the research reviewed, supervisors who are perceived as fair and supportive foster an environment in which employees are more likely to engage in OCB. In contrast, those who are perceived as overly critical or misjudge employee behavior often discourage extra-role behavior (Podsakoff et al., 2000) [8]. This is especially true in environments where employees are uncertain whether their altruistic actions will be recognized and rewarded, which may discourage them from engaging in OCB.

In line with these findings, research suggests that organizations should focus on training supervisors to accurately interpret the motives behind employee actions. This not only improves the relationship between supervisors and their teams, but also improves the overall work environment, thereby encouraging employees to work harder and go beyond their formal duties .

The psychological foundation of OCB is rooted in factors such as job satisfaction, perceived justice, and organizational support. A study during the COVID-19 pandemic found that job satisfaction, organizational justice, and organizational support positively impacted OCB, which in turn improved employee performance (Hung et al., 2022). Additionally, psychological empowerment has been shown to influence OCB, with empowered employees demonstrating higher levels of citizenship behavior (Dealisa & Widodo, 2024) [9].

3.3. Personality Traits and Organizational Context

The personality trait of openness to experience emerged as an important moderator in understanding OCB, as discussed by McIlveene et al. (2024) [10]. Employees high in openness tend to engage in proactive behaviors that benefit the organization, even when their actions are not explicitly recognized or rewarded. This finding is important because it underscores the need for organizations to consider individual differences when promoting OCB.

The influence of personality traits on OCB is particularly relevant in organizations where leaders are encouraged to support a culture of innovation and creativity. In such environments, employees who are naturally inclined to innovate—those high in openness—are more likely to engage in behaviors consistent with OCB, such as helping coworkers or suggesting improvements to processes.

3.4. Implications for Organizational Culture

Organizational culture plays a significant role in encouraging or inhibiting OCB. Cultures that support and value collaboration, fairness, and trust tend to result in higher levels of OCB among employees. According to the reviewed research, organizations with strong and positive organizational cultures tend to have employees who are willing to go above and beyond their job descriptions to support coworkers and contribute to the success of the organization (Podsakoff et al., 2000) [11].

In contrast, when the organizational culture is characterized by intense competition, unclear expectations, or lack of recognition, OCB is significantly reduced. This suggests that creating an organizational culture that explicitly values OCB can increase employee engagement, thereby benefiting the organization as a whole. Therefore, leaders should strive to foster an environment that is conducive to the behaviors they desire. they encourage.

Cultural factors play an important role in the formation of OCB. A cross-cultural comparison study between US and Chinese hotel employees found that cultural differences moderated the relationship between OCB and its consequences, such as turnover intentions (Ma et al., 2016) [5]. For example, in collectivist cultures, employees may exhibit higher levels of OCB due to a stronger sense of group harmony and loyalty.

More regional studies have highlighted the impact of cultural context on OCB. In Indonesia, for example, OCB was found to mediate the relationship between work environment and employee performance, emphasizing the importance of cultural harmony in building citizenship behavior (Subu & Rokhman, 2023) [12]. Similarly, a study in Hungary during the COVID-19 pandemic revealed that perceived organizational support and affective commitment significantly influenced OCB, underscoring the role of cultural and organizational context in shaping this behavior (Alshaabani et al., 2021) [13].

The findings on the importance of supervisors' openness and interpretation of employees' extra-role behaviors have significant implications for human resource management in the public sector. Performance appraisal systems should be designed to accommodate OCB behaviors with a more comprehensive evaluation approach, such as 360-degree feedback, to reduce the risk of attribution errors that are detrimental to employee motivation. In addition, leadership training that emphasizes accurate attribution skills and effective communication can strengthen the dynamics of trust between superiors and subordinates, which are essential in bureaucracies. Civil service reforms accompanied by strengthening organizational cultures based on OCB values and recognizing employees' voluntary contributions will accelerate the achievement of better organizational performance and responsive public services.

Regional differences in OCB have been observed, with cultural and organizational contexts shaping its expression and impact. For example:

1. Indonesia: Studies in Indonesia generally consistently highlight the importance of OCB in improving employee performance and service quality, especially in the banking and public sectors (Siregar et al., 2024) [14](Subu & Rokhman, 2023) [15].

2. Hungary: During the COVID-19 pandemic, perceived organizational support and affective commitment were found to significantly influence OCB in Hungary, emphasizing the role context of culture and organization (Alshaabani et al., 2021) [16].

3. United States and China: A comparative study of US and Chinese hotel employees' cultures found cultural differences in the consequences of OCB, such as turnover intentions (Ma et al., 2016) [17].

4. Conclusion

OCB is a multifaceted concept with significant implications for workplace performance, employee engagement, and organizational success. Its impact is shaped by cultural, psychological, and organizational factors, making it an important area of study for researchers and practitioners. By developing OCB, organizations can enhance employee performance, improve service quality, and achieve broader organizational goals.

Literature review This provides a comprehensive overview of the major factors influencing Organizational Citizenship Behavior (OCB) in contemporary organizations. The review highlights the important roles of supervisor behavior, individual personality traits, and organizational culture in promoting or inhibiting OCB. Supervisor attributions, particularly misinterpretation of employee motives for OCB, are identified as critical factors negatively impacting employee engagement in out-of-role behaviors. Furthermore, the personality trait of openness to experience is found to act as a moderator, strengthening the effects of supervisor attributions on OCB [11].

These findings suggest that organizational leaders should be aware of the impact of their behaviors and perceptions on employee performance, particularly in the context of voluntary behaviors such as OCB. Misattributions can undermine trust and collaboration, which are essential components of a productive and harmonious work environment. Additionally, employee personality traits, particularly traits such as openness to experience, should be taken into account when managing and promoting OCB in organizations.

Finally, organizational culture plays a significant role in encouraging or discouraging OCB. A culture that values fairness, trust, and collaboration fosters an environment where employees are more likely to engage in OCB, thereby contributing to organizational success. Therefore, it is important for organizations to develop a supportive culture

that recognizes and rewards citizenship behavior, thereby creating a more proactive and cooperative workforce.

Given the major transformations taking place in work practices and organizational governance, future research is essential to explore the dynamics of Organizational Citizenship Behavior (OCB) in hybrid work environments as well as in the context of the digitalization of public agency governance. Such studies will provide critical insights into how employees' extra-role behaviors can be maintained and maximized amidst the challenges of virtual communication, remote supervision, and organizational culture changes brought about by digital technology. Thus, the focus of this research is not only relevant to the public and private sectors, but also key in supporting the success of bureaucratic reform and improving the quality of public services in the digital era. The following key findings in the OCB study are presented in Table 2.

TABLE 2: Key Findings on OCB.

Aspect	Impact	Quoting
Workplace Performance	OCB significantly improves organizational performance and productivity	(Juniprisa & Disastra, 2025) (Podsakoff et al., 2009)
Employee Engagement	Engaged employees demonstrate higher levels of OCB	((Dealisa & Widodo, 2024) (Utami, 2022)
Leadership Style	Authentic leadership has a positive effect on OCB and employee performance.	(Fadhilah et al., 2023)
Cultural Influence	Cultural differences moderate the relationship between OCB and its consequences	(Ma and friends, 2016)
Psychological Support	Job satisfaction and organizational justice have a positive influence on OCB.	(Hung et al., 2022)

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