

The Role of Organizational Commitment as a Predictor of Organizational Citizenship Behavior in Employees: A Systematic Literature Review

Muhammad Fikrie Hiram Aziz^{1✉}, Rahmawati Prihastuty²

^{1,2}Department of Psychology, Faculty of Education and Psychology, Universitas Negeri Semarang, Indonesia

Article Info

Keywords:
Organizational
Commitment,
Organizational Citizenship
Behavior, Employees

Abstract

Organizational Citizenship Behavior (OCB) represents employees' voluntary work contributions that exceed formal job descriptions and are crucial for organizational effectiveness. However, its emergence is influenced by various factors. Organizational commitment, defined as employees' psychological bond with their organization, is believed to be a fundamental predictor of OCB. This research aims to comprehensively analyze the role of organizational commitment in fostering OCB among employees, addressing the research gap of existing inconsistent empirical findings. This study employs a Systematic Literature Review (SLR) approach guided by PRISMA. Data were collected from 20 national and international journal databases with a publication range of 2015-2025, using the keywords "organizational commitment" and "organizational citizenship behavior". From 127,499 initial findings, after a rigorous identification and screening process, 16 relevant articles were further analyzed. The synthesis results predominantly indicate that organizational commitment has a positive and significant influence on OCB across various industrial, sectoral, and geographical contexts. However, the analysis also reveals significant variations in this influence. Some studies found a non-significant relationship, and the magnitude of organizational commitment's influence on OCB varied. It can be concluded that organizational commitment is a valid antecedent for OCB, but the strength of its influence varies considerably. This variation indicates the need for further investigation into contextual and psychological factors that may shape the relationship between organizational commitment and OCB.

✉Correspondence Address:
Gedung A1 Lantai 2 FIP Unnes
Kampus Sekaran, Gunungpati, Semarang, 50229
E-mail: rahmawati.prihastuty@mail.unnes.ac.id

ISSN 2964-4135

INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to discretionary, extra-role behaviors that go beyond formal job requirements and are not directly rewarded by the organizational reward system (Organ, as cited in Aftab et al., 2020; Leephaijaroen, 2016). Despite its voluntary nature, OCB has been consistently associated with enhanced organizational effectiveness and efficiency (Fala & Kirana, 2021). In essence, OCB reflects employees' willingness to contribute beyond prescribed roles in ways that support overall organizational functioning. Given its discretionary yet functional value, OCB has become a central construct in organizational research. Empirical studies demonstrate that OCB is linked to various positive outcomes, including improved productivity, better service quality, and reduced turnover intentions (Niveditha & Padhy, 2024). Although OCB is not formally mandated, it plays a facilitative role in sustaining organizational performance (Astuti & Amir, 2023; Lie et al., 2022). Prior studies have largely examined OCB through isolated empirical investigations or narrative discussions focusing on its antecedents and consequences.

However, a comprehensive synthesis that systematically evaluates the consistency, divergence, and contextual variation of findings particularly regarding organizational commitment as a key antecedent remains limited. Therefore, this study employs a Systematic Literature Review (SLR) approach to provide a structured and evidence-based synthesis of empirical research, moving beyond descriptive narrative reviews toward a more rigorous integrative analysis. Organizational Citizenship Behavior (OCB) has several key dimensions. The most widely recognized OCB theory is by Organ et al. (in Fala & Kirana, 2021), which outlines five dimensions. 1. Altruism refers to the voluntary desire to help others, such as assisting coworkers without expecting a reward or covering for them when they're absent. 2. Conscientiousness reflects a sense of responsibility at work, like completing tasks on time and adhering to collective decisions. 3. Sportsmanship demonstrates an ability to tolerate inconvenience in the work environment, such as adapting to changes and following policies even when they don't align with personal preferences. 4. Courtesy is an attitude aimed at preventing conflicts, for example, by reminding colleagues, helping them overcome challenges, and actively participating in company activities. Finally, 5. Civic Virtue refers to a strong desire to participate in organizational life, such as actively seeking important information and considering the company's best interests (Azmy, 2021).

According to Williams and Anderson (in Kartika & Pienata, 2020), OCB consists of two main dimensions: OCB directed towards individuals (OCB-I) and OCB directed towards the organization (OCB-O). OCB-I refers to extra-role behaviors aimed at individuals within the organization, such as colleagues, superiors, or subordinates, in the form of assistance with excessive workloads or for certain personal reasons. Meanwhile, OCB-O is an extra-role behavior directed towards the organization itself, such as attending non-mandatory meetings or events held by the company. Simply put, OCB-O encompasses an individual's overall activities that directly contribute to and benefit the organization. OCB in employees is influenced by various factors that determine how this behavior manifests across different work environments and organizations. Yang et al. (2023), in their bibliographic study on the development of OCB research, identified three main categories of factors affecting OCB: 1. Individual factors, which include an individual's perception of their organization, such as job satisfaction, organizational commitment, motivation, etc.; 2. Leadership factors, encompassing various leadership styles; and 3. Organizational factors, which include organizational climate and environment. Yang et al. (2023) specifically highlighted four variables most closely related to OCB: job satisfaction, organizational commitment, organizational justice, and organizational performance.

This finding is reinforced by Afrianti et al., (2024) study, which mentioned two factors influencing OCB: internal factors, including organizational commitment, personality, organizational service, work centrality, and dispositional variables; and external factors, comprising cultural values, organizational reputation threats, HR management policies and practices, and workplace-related variables. Rahman Tanchi et al. (2025) also found that employee OCB is strongly influenced by

organizational commitment, perceived organizational support, and perceived employee training. As explained previously, organizational commitment is one of the factors that can influence OCB. Meyer & Allen (in Aftab et al., 2020) define organizational commitment as a psychological state describing an employee's relationship with their organization. Organizational commitment can also be defined as an employee's portrayal of their loyalty and effort to maintain their membership within an organization (Kartika & Pienata, 2020). Mowday et al. (in Leephaijaroen, 2016) also define organizational commitment as a belief in and acceptance of the organization's goals and values, followed by a desire to maintain an individual's status as an organizational member. Thus, organizational commitment can be understood as an individual's conviction and trust in their organization, along with the desire to maintain their membership within it.

Meyer & Allen (in Astuti & Amir, 2023) state that organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to emotional involvement, identification, and emotional attachment. Continuance commitment refers to the feeling of loss if one leaves the organization or an individual's need for the organization. Normative commitment refers to an individual's feeling of obligation to maintain their membership in an organization. Organizational commitment is not merely an individual's belief in their organization or company; it is also believed to influence an individual's work behavior. Lie et al. (2022) affirm that organizational commitment means more than just passive loyalty; it involves an individual's active relationship to make meaningful contributions to their organization, as evidenced by their work behavior. Because organizational commitment is closely related to work behavior, an increase in organizational commitment is believed to have a strong impact on the improvement of employee organizational citizenship behavior.

In this research, organizational commitment was strategically chosen as the primary antecedent for the study's focus, based on two main reasons underpinning its urgency. Firstly, organizational commitment is a fundamental and pervasive variable, reflecting the core of the psychological bond between employees and their organization. Yang et al. (2023), in their bibliographic study discussing OCB developments over the past 30 years, found that organizational commitment is very strongly linked to OCB. Secondly, and more importantly for a systematic literature review, there's a rich complexity and inconsistency of findings to analyze. While the majority of studies indeed find a positive influence, some other studies have found non-significant results (Lie et al., 2022; Fala & Kirana, 2021), indicating that the role of organizational commitment is highly context-dependent. This complexity is deepened by findings that different dimensions of commitment (affective, continuance, and normative) have unique and highly contextual impacts (Kartika & Pienata, 2020). Therefore, by focusing the analysis on organizational commitment, this literature review will not only confirm a generally known relationship but also aims to dissect and synthesize these various complex nuances, thereby providing new, deeper, and more applicable insights.

Research examining the influence of organizational commitment on organizational citizenship behavior continues to evolve, yet there are still many inconsistencies in empirical findings. Furthermore, there hasn't been a systematic literature review capable of providing a comprehensive analysis of the role of organizational commitment in employee OCB. This presents a crucial research gap that needs to be bridged, considering the increasing urgency to enhance organizational effectiveness alongside the evolving dynamics within companies and organizations. Therefore, this study aims to conduct a Systematic Literature Review (SLR) to provide a comprehensive analysis of the role of organizational commitment in organizational citizenship behavior among employees. The study will analyze various relevant articles published between 2015 and 2025. This research is expected to serve as a scientific foundation for efforts to improve organizational and company effectiveness through the development of positive employee behavior.

METHOD

This research is a literature study utilizing a Systematic Literature Review (SLR) approach to examine the influence of organizational commitment on organizational citizenship behavior (OCB) in employees. The researchers also used the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) guidelines for selecting articles to be reviewed in this study. The stages used in this research followed the Systematic Literature Review steps, which consist of three phases: Planning, Conducting, and Reporting (Putri, 2021).

The first stage is Planning. This stage is carried out by determining the research question (RQ) as the foundation and initial basis for starting the Systematic Literature Review (SLR). The research question is created to determine the focus of the study, with the aim that the research outcomes will be able to answer the proposed research question. To formulate the research question, the PICOC framework (Population, Intervention, Comparison, Outcomes, and Context) is used, which provides the research question with five mandatory elements. Population refers to the group that becomes the focus of the research. Intervention indicates the type of intervention given, while comparison shows the comparison between the intervention used and other interventions. Outcomes refer to the expected results to be achieved, and context shows the scope or setting in which the research is conducted.

The second stage is Conducting. This stage involves identifying relevant studies by determining the databases, keywords, and inclusion and exclusion criteria for the Systematic Literature Review (SLR). This study utilized 20 national and international journal databases, including Google Scholar, Scopus, Springer Link, Taylor & Francis Online, PubMed, ERIC, APA PsycINFO, Directory of Open Access Journals (DOAJ), JSTOR, IEEE Xplore, ScienceDirect, SAGE Journals, Wiley Online Library, ProQuest, Indonesia OneSearch (IOS), Semantic Scholar, GARUDA, NELITI, EBSCOhost, and Lens.org. The search keywords were applied bilingually, in both English and Indonesia, to ensure comprehensive coverage of relevant publications.

To ensure methodological rigor and the credibility of the synthesized evidence, this review included only articles published between 2015 and 2025 and indexed in SINTA 1–2 or Scopus (Q1–Q4). The inclusion of these indexing criteria was intended to maintain a minimum standard of peer-review quality and academic reliability, while also ensuring representation of both reputable international publications (Scopus-indexed journals) and high-quality national journals (SINTA 1–2). This approach enhances transparency in study selection and reduces the risk of incorporating non-peer-reviewed or low-quality sources. Furthermore, only quantitative studies explicitly examining the effect of organizational commitment on OCB among employees were included. Articles published in languages other than English or Bahasa Indonesia were excluded.

The research questions, along with the inclusion and exclusion criteria for this study, can be seen in the following Table 1.

Table 1. Research Question, Inclusive Criteria, and Exclusive Criteria

Research Question	Inclusive Criteria	Exclusive Criteria
What is the description of the role of organizational commitment on organizational citizenship behavior in employees?	Journals published on 2015 - 2025 Journals indexed SINTA 1-2 and Elsevier Scopus Tier Q 1-4 Quantitative studies that explicitly discuss the effect of organizational commitment on OCB in employees Journals in Indonesia & English	Journals not published on 2015 - 2025 Journals not indexed SINTA 1-2 and Elsevier Scopus Tier Q 1-4 Studies that do not explicitly discuss the effect of organizational commitment on OCB in employees Journals with language other than Indonesia & English

The article search was conducted systematically by entering the predefined keywords into the selected databases, applying a publication year filter (2015–2025), and screening titles and abstracts for relevance. Subsequently, a quality assessment of the potentially eligible studies was performed using structured appraisal criteria adapted from common SLR evaluation standards for quantitative research. The assessment considered several methodological aspects, including clarity of research objectives, appropriateness of research design, sample adequacy, validity and reliability of measurement instruments, transparency of data analysis procedures, and consistency between results and conclusions. Only studies that met these methodological quality indicators and satisfied the predefined inclusion criteria were included in the final synthesis. The final stage is Reporting. In this stage, a report of the results from the literature study is prepared using a book chapter format. This report is expected to explain the findings of the literature study. The discussion detailed in the report includes the background, methodology, stages, and findings, which are summarized descriptively to provide an understanding of the role of organizational commitment on OCB in employees.

RESULTS AND DISCUSSION

Based on the article search conducted by the researcher starting on May 28, 2025, a total of 127,499 library findings were discovered across all databases. This was done by entering the keywords ("organizational commitment" AND "organizational citizenship behavior" AND "employee") and ("komitmen organisasi" AND "organizational citizenship behavior" AND "karyawan"). The researcher found 564 articles that discussed the effect of organizational commitment on OCB in employees, but only 43 articles were indexed in SCOPUS, SINTA 1, and SINTA 2. These articles were saved in the reference management program, Zotero, to check for data duplication. The results of the check showed 15 duplicate articles, leaving 28 articles. After reviewing the titles and abstracts, 12 articles were eliminated because their titles did not align with the research objective.

This systematic literature review confirms that organizational commitment is a generally valid and empirically supported antecedent of Organizational Citizenship Behavior (OCB). However, the synthesis demonstrates that the commitment–OCB relationship is neither uniform nor unconditional. Its magnitude varies across organizational contexts, professional sectors, and cultural settings, and it is strongly influenced by the specific dimension of commitment examined. Affective commitment consistently emerges as the most powerful predictor, yet continuance and normative commitment may also become salient under particular structural or economic conditions. Furthermore, the relationship is shaped by mediating mechanisms such as work motivation and moderated by contextual and demographic factors, indicating that organizational commitment operates within a broader system of organizational and psychological variables.

Theoretically, these findings challenge simplistic linear assumptions and suggest that organizational commitment should be conceptualized within a contingency-based and multidimensional framework. Rather than functioning as an isolated determinant, commitment interacts dynamically with leadership style, organizational culture, perceived organizational support, and job satisfaction in shaping discretionary employee behavior. By integrating diverse empirical findings across contexts, this review advances a more nuanced understanding of how and under what conditions organizational commitment translates into OCB. Future research is therefore encouraged to adopt integrative models and multi-variable designs to capture the complex interplay between attitudinal attachment and extra-role behavior in contemporary organizations.

Consequently, 16 articles were continued for a more in-depth analysis. This process can be seen in Figure 1.

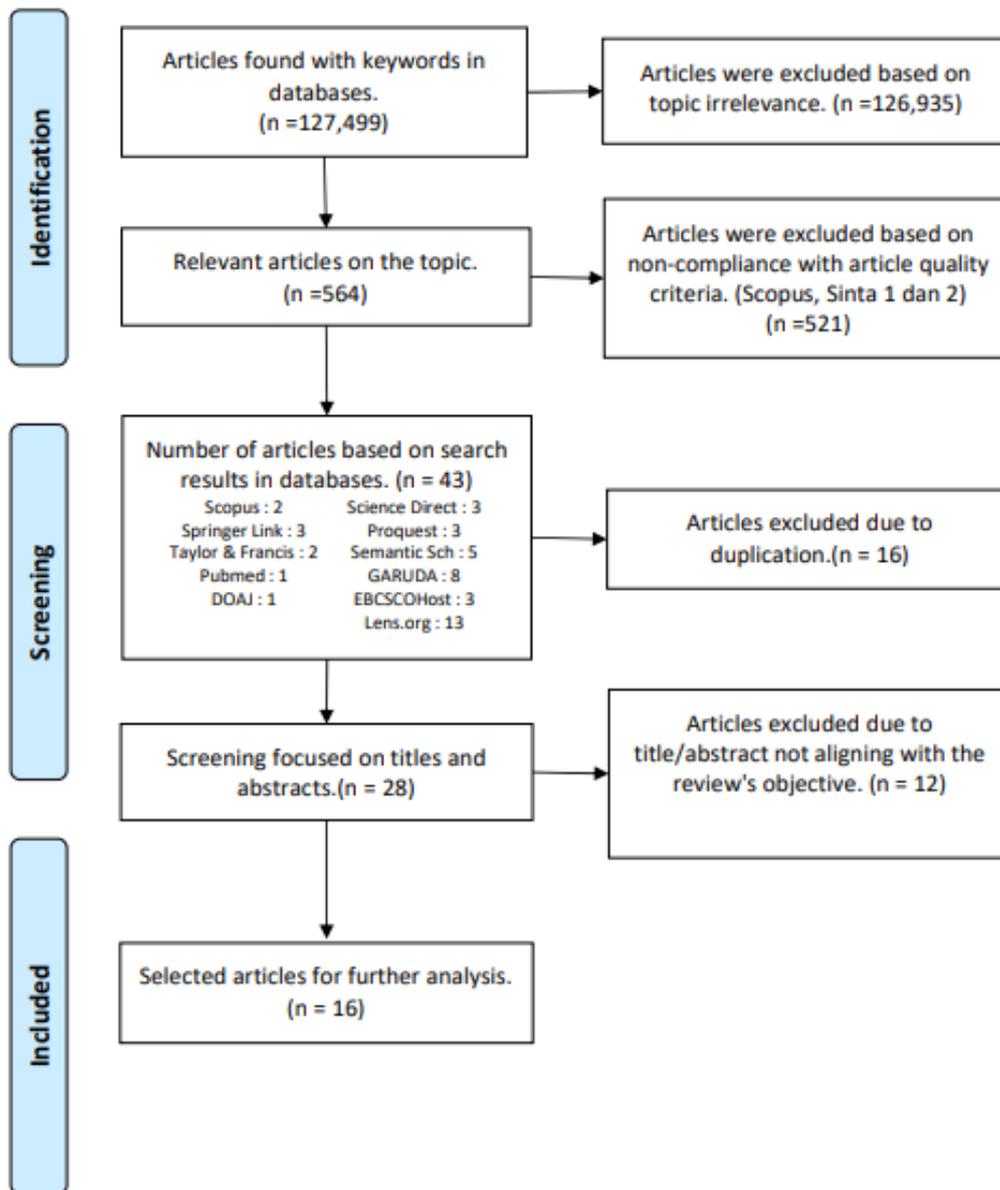


Figure 1. Research flowchart

Through the identification and screening process, the researcher found 16 relevant articles for further analysis. The index distribution shows that 6 journals are indexed in Scopus (Aftab, et al., 2020; Wombacher & Felfe, 2017; Azmy, 2021; Lie, et al., 2022; Niveditha & Padhy, 2024; Leephaijaroen, 2016) and 10 journals are indexed in SINTA 2 (Firdaus & Shaddiq, 2023; Widayanti & Farida, 2016; Winoto, et al., 2020; Dinniaty & Fitriani, 2020; Biswan, 2019; Prasetyo, et al., 2015; Astuti & Amir, 2023; Fala, et al., 2021; Sedarmayanti & Kuswanto, 2015; Kartika & Pienata, 2020). The location distribution shows that 12 articles conducted studies in Indonesia and 4 articles conducted studies in several other countries, namely Pakistan, Thailand, India, and Germany. The research approach used in all articles is quantitative, with 5 analysis methods, including: cross-sectional, explanatory, multi-regression analysis, path-analysis, and partial least square. Complete information about the analyzed literature can be seen in Table 2.

Table 2. Literature Information

Researcher's Name	Years	Research Object	Methods	Locations	Findings
Aftab, et al.	2020	University Lecturers	Cross-Sectional	Pakistan	OC is related to and can predict OCB.
Firdaus & Shaddiq	2023	Government Employees	Explanatory	Banjarmasin (Indonesia)	OC has a positive and significant effect on OCB
Wombacher & Felfe	2017	Military Soldiers	Multi regression analysis	Jerman	OC has a positive and significant effect on OCB
Ahmad Azmy	2021	Electrical Contractor Employees	Partial Least Square	Indonesia	OC has a positive and significant effect on OCB
Widayanti & Farida	2016	Government Staff	Eksplanatory	Malang (Indonesia)	OC has a positive and significant effect on OCB
Winoto, et al..	2020	Insurance Staff	Multi regression analysis	Bandung (Indonesia)	OC has a positive and significant effect on OCB
Dinniatiy & Fitriani	2020	IT industry employees	Multi regression analysis	Indonesia	OC has a positive and significant effect on OCB
Ali Tafriji Biswan	2019	Tax Office employees	Path analysis	Indonesia	OC has a positive and significant effect on OCB
Lie, et al..	2022	High School Teachers	Multi regression analysis	Sumatera Utara (Indonesia)	Not significant
Prasetio, et al.	2015	PLN Employees	Multi regression analysis	Jawa Barat & Banten (Indonesia)	OC has a positive and significant effect on OCB
Astuti & Amir	2023	Government Employees	Multi regression analysis	Indonesia	OC has a positive and significant effect on OCB
Niveditha & Padhy	2024	IT industry employees	Eksplanatory	India	OC has a positive and significant effect on OCB
Siripapun Leephaijaroen	2016	University Staff	Interview & Multi regression analysis	Thailand	OC has a positive and significant effect on OCB
Fala, et al..	2021	Government Employees	Multi regression analysis	Yogyakarta (Indonesia)	Not significant (Specifically discusses affective commitment.)
Sedarmayanti, & Kuswanto.	2015	Hospital Staff	Multi regression analysis	Bandung (Indonesia)	OC has a positive and significant effect on OCB

Kartika & Pienata	2020	Hotel Staff	Partial Least Square	Makassar (Indonesia)	OC has a positive and significant effect on OCB
-------------------	------	-------------	----------------------	----------------------	---

Based on the analysis, the most dominant and consistent finding from all articles shows a positive and significant effect of organizational commitment on OCB. Fourteen articles were found that stated a positive and significant effect of organizational commitment on OCB. This consistency is considered strong because the findings appeared in a wide variety of organizational and geographical contexts. The positive effect of organizational commitment was found in national companies in Indonesia such as PT. PLN and PT. Taspen (Prasetio, et al., 2015; Winoto, et al., 2020), various public and government agencies in Indonesia and Germany (Wombacher & Felfe, 2017; Widayanti & Farida, 2016; Astuti & Amir, 2023; Firdaus & Shaddiq, 2023; Biswan, 2019), various private industries such as hospitality, electricity, and information technology in Indonesia and India (Kartika & Pienata, 2020; Niveditha & Padhy, 2024; Azmy, 2021; Dinniatty & Fitriany, 2020), as well as educational and health institutions in Indonesia, Pakistan, and Thailand (Aftab, et al., 2020; Leephaijaroen, 2016; Sedarmayanti & Kuswanto, 2015). The emergence of the same pattern in varied contexts and fields indicates that the role of organizational commitment as a driver of OCB is a fundamental aspect of organizational behavior.

This finding's consistency can be explained and aligns with the concepts of social exchange theory, which is explicitly referenced in the background of several articles (Prasetio, et al., 2015; Niveditha & Padhy, 2024). Homans (in Niveditha & Padhy, 2024) explains that human interaction can be viewed as an exchange of benefits, both physical and non-physical. Social exchange theory posits that social relationships operate on the basis of reciprocity. In this context, organizational commitment is seen as a form of a positive psychological bond from the employee to the organization. When employees feel valued, are part of the organization, and align with its goals, they are motivated to "reciprocate" this positive relationship. This reciprocation is often not in the form of formal performance, but rather in the form of voluntary behaviors that are beneficial to the organization, which is the essence of OCB.

Although there is a strong consensus regarding the positive effect of organizational commitment on OCB, the analysis of this literature also reveals crucial divergent findings. Two studies specifically found that the relationship between organizational commitment and OCB is not significant. A study by Lie, et al. (2022) on private high school teachers found that organizational commitment, in general, did not have a significant effect on OCB. The researchers argued that in the context of the teaching profession, more tangible factors like perceived organizational support (POS) and job satisfaction, both of which proved significant, are stronger drivers. This finding indicates that commitment alone may not be enough to produce OCB if it is not supported by a supportive work environment and intrinsic job satisfaction.

More specifically, a study by Fala, et al. (2021) on government agency employees found that affective commitment, often considered the strongest dimension, actually had no significant effect on OCB. In a bureaucratic environment dense with rules and procedures, this finding implies that emotional bonds may be less relevant in driving extra-role behavior compared to other factors like job stability or more tangible organizational support. Collectively, these two findings indicate that the role of organizational commitment as a predictor of OCB is not absolute; its influence can weaken or even disappear in certain work environments where other, more context-specific variables play a more dominant role.

Based on the analysis, it is indeed stated that organizational commitment tends to consistently have a positive and significant impact on OCB, but the magnitude of its influence varies greatly. Organizational commitment can be a highly dominant influencing factor, as seen in the study by Winoto et al. (2020), which found it contributed 67.3% of the influence on OCB. On the other hand, its influence can be much lower. The research by Prasetio et al. (2015), for example, found that

organizational commitment and job satisfaction were only able to explain 26.6% of the variation in OCB. Furthermore, in some contexts, organizational commitment is overshadowed by other variables. A study by Sedarmayanti & Kuswanto (2015) showed that servant leadership had a more dominant influence than organizational commitment, while Azmy (2021) found organizational culture to be a far stronger predictor.

The complexity of organizational commitment's role is also apparent when analyzed by dimension and focus. The majority of studies that break down organizational commitment into dimensions based on the Meyer and Allen model found that affective commitment (emotional bond) is consistently the dimension with the strongest influence on OCB. However, a unique finding from Kartika & Pienata (2020) in the hospitality industry in Makassar showed that continuance commitment (the need to stay) also had a significant positive effect, which they explained as a strategy for employees to secure their jobs amid difficult economic conditions. Furthermore, a study by Wombacher & Felfe (2017) added a layer of complexity by showing that the focus of commitment is also important. They found that "Dual Commitment" (high commitment to both the team and the organization simultaneously) created a synergistic effect that significantly strengthened OCB. The role of commitment can also be influenced by demographic factors, as demonstrated by Aftab, et al. (2020), where the positive commitment-OCB relationship was found to be moderated by gender and was only significant in female lecturers.

As previously mentioned, the role of organizational commitment on OCB is highly complex and varied. Findings from a study by Biswan (2019) explain that work motivation plays a crucial mediating role in the relationship between organizational commitment and organizational citizenship behavior among government employees. This study shows that organizational commitment not only has a direct positive effect on OCB but also has an indirect effect through an increase in work motivation. This mediation path was proven significant because the research found a direct positive effect of organizational commitment on work motivation, and subsequently, work motivation also proved to have a direct positive effect on OCB. Thus, it can be concluded that one way organizational commitment can increase OCB in government employees is by first building and enhancing their work motivation.

Aftab, et al.'s (2020) study provides strong empirical evidence that gender also plays a significant moderating role in the relationship between organizational commitment and OCB in the context of university lecturers in Pakistan. The results of the moderation analysis showed that the effect of organizational commitment on OCB was not uniform for both genders. Specifically, a strong and significant positive relationship was found between organizational commitment and OCB in female lecturers. Conversely, in male lecturers, the relationship between the two variables was found to be insignificant. This finding, which was also clearly illustrated in the study's interaction graph, indicates that at high levels of organizational commitment, female lecturers show a much higher level of OCB compared to male lecturers. Thus, this study concludes that gender is not merely a demographic variable but also a determining factor that fundamentally alters the dynamic of the relationship between organizational commitment and OCB, where the presence of female lecturers is essential for this positive effect to materialize.

Besides organizational commitment, other factors have also been proven to be important antecedents for organizational citizenship behavior (OCB). A study by Astuti & Amir (2023) showed that both Person-Organization Fit (the alignment of individual values with the organization's) and Person-Job Fit (the alignment of individual capabilities with the job) have a positive and significant effect on OCB in the public sector. Another factor that is most frequently researched and has a proven effect is job satisfaction. Various studies have consistently found that job satisfaction has a positive and significant effect on OCB across different contexts, from employees of national companies (Prasetio, et al., 2015), to local government staff (Firdaus & Shaddiq, 2023; Widayanti & Farida, 2016), telecommunications companies (Dinniaty & Fitriani, 2020), and private school teachers (Lie, et al., 2022). Furthermore, organizational culture has also been identified as a strong driver of OCB.

Three different studies on national companies (Winoto, et al., 2020), a telecommunications company (Dinniaty & Fitriani, 2020), and an electrical professional organization (Azmy, 2021) all agree that a positive organizational culture can significantly enhance employee OCB.

Work motivation, as studied by Biswan (2019), not only mediates the effect of organizational commitment on OCB but also acts as a direct variable that has a positive effect on OCB. From the individual side, emotional intelligence was also found to have a positive and significant effect in driving OCB in government agency employees (Fala & Kirana, 2021), while Leephaijaroen (2016) found that some dimensions of the Big Five Personality, especially agreeableness and conscientiousness, are strong predictors of OCB in university staff. From the organizational side, perceived organizational support (POS) was also consistently proven to increase OCB in government agency employees and teachers (Fala & Kirana, 2021; Lie et al., 2022). Organizational structure was also found to have a significant effect on OCB in the IT sector (Niveditha & Padhy, 2024). Lastly, specific leadership factors such as servant leadership were found to not only have a significant effect but also be the most dominant factor in shaping OCB in a hospital environment (Sedarmayanti & Kuswanto, 2015).

Based on the analysis of other variables that also support the increase of organizational citizenship behavior (OCB) in employees, the researcher found that the pattern of variable influence varies greatly depending on the employees' work context. In government agencies and the public sector, OCB is strongly supported by factors centered on the individual and their relationship with the organization, such as Person-Organization Fit and Person-Job Fit. In addition, internal factors like emotional intelligence, job satisfaction, work motivation, and perceived organizational support also play a crucial role. In the context of national companies, the prominent factors are employee job satisfaction and the prevailing organizational culture. In the education sector, the drivers of OCB tend to be different. Among private high school teachers, perceived organizational support is a key factor.

Meanwhile, for university support staff, the determining factors for OCB lean more towards individual personality characteristics, such as agreeableness, conscientiousness, and being emotionally stable. In the private sector and other specific industries, the influential variables are more diverse. In the context of private hospitals, servant leadership was proven to be the dominant factor. In the dynamic information technology (IT) sector, more technical elements like organizational structure were found to have a significant effect. Meanwhile, in a professional association for electrical contractors, organizational culture is the primary catalyst that drives the emergence of OCB. Overall, it can be concluded that the drivers of OCB are contextual and depend on the unique demands and characteristics of each work environment.

CONCLUSION

Based on a descriptive analysis and synthesis of 16 empirical studies, it can be concluded that organizational commitment is generally a valid and significant antecedent for organizational citizenship behavior (OCB) across various industrial, sectoral, and geographical contexts. However, the primary conclusion of this literature review is that the relationship is not a simple one. The strength of organizational commitment's influence on OCB varies greatly and is dependent on its interaction with other factors. In some contexts, organizational commitment is a very dominant predictor, but in other contexts, its influence can be moderate or even low when outweighed by stronger variables such as leadership style, organizational culture, perceived organizational support (POS), and job satisfaction. Furthermore, the nature of this relationship becomes more complex when analyzed by its dimensions, where affective commitment consistently proves to be the strongest. Moreover, when viewed through the focus of commitment (team vs. organization) and moderating factors like gender, it can fundamentally alter the direction and significance of that influence.

The implications of these findings are both theoretical and practical. Theoretically, this study concludes that organizational commitment is a valid antecedent for organizational citizenship

behavior (OCB), but it is crucial to note that the strength of its influence on employee OCB is highly varied. Practically, this research provides guidance that a single strategy for building organizational commitment to increase OCB will not be effective. Managerial efforts need to be more specific. For instance, focusing on building alignment of employee work values, strengthening bonds within work teams, or implementing the right leadership style could be more effective levers for encouraging employee extra-role behavior. Future research is suggested to broaden its scope to gain a more comprehensive and in-depth understanding of the influence of organizational commitment on OCB. Future research should adopt more rigorous methodological designs, such as longitudinal or multi-source approaches, to better capture causal dynamics and minimize common method bias. Studies are also encouraged to examine the commitment-OCB relationship across diverse organizational contexts, including hybrid work settings, non-profit sectors, and cross-cultural environments, to identify potential contextual contingencies. Additionally, future investigations should incorporate mediating and moderating variables such as work motivation, leadership style, perceived organizational support, and organizational justice to develop more integrative and multidimensional models of how organizational commitment translates into OCB.

REFERENCES

- Afrianti, S. Y., Sidin, A. I., Noor, N. B., Pasinringi, S. A., Stang, S., Thaha, R. M., & Mallongi, A. (2024). Study on factors that influence the high organizational citizenship behavior (OCB) of Makassar ethnic nurses in LANTO Hospital DG Pasewang Jenepono in 2024. *Pharmacognosy Journal*, 16(2), 312–318. <https://doi.org/10.5530/pj.2024.16.47>
- Aftab, N., Ali Shah, S. A., & Khan, Z. (2020). The moderating effect of gender on the relationship between organizational commitment and organizational citizenship behavior in Pakistani university teachers. *Cogent Psychology*, 7(1), Article 1860480. <https://doi.org/10.1080/23311908.2020.1860480>
- Astuti, Y. F., & Amir, D. A. (2023). The effect of person-organization fit, person-job fit, and organizational commitment on organizational citizenship behavior: Evidence from employees in the Indonesia public sector. *Diponegoro International Journal of Business*, 6(1), 1–8. <https://doi.org/10.14710/dijb.6.1.2023.1-8>
- Azmy, A. (2021). Implications of job satisfaction, organizational commitment, and organizational culture on organizational citizenship behavior in electrical professional organizations in Indonesia. *International Journal of Applied Business Research*, 63–80. <https://doi.org/10.35313/ijabr.v3i2.152>
- Biswan, A. T. (2019). Peran mediasi motivasi kerja pada pengaruh kecerdasan emosional dan komitmen organisasi terhadap organizational citizenship behavior pegawai pemerintah. *Matrik: Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan*. <https://doi.org/10.24843/MATRIK:JMBK.2019.v13.i02.p08>
- Dinniati, N. M., & Fitriani, D. (2020). Pengaruh kepuasan kerja, komitmen organisasi dan budaya organisasi terhadap organizational citizenship behavior. *Jurnal Fokus Manajemen Bisnis*, 9(2), 229. <https://doi.org/10.12928/fokus.v9i2.1561>
- Fala, H., & Kirana, K. C. (2021). Peran komitmen afektif, kecerdasan emosional dan dukungan organisasional terhadap organizational citizenship behavior: Studi pada Dinas Perindustrian dan Perdagangan DI Yogyakarta.
- Firdaus, F., & Shaddiq, S. (2023). Organizational citizenship behavior in the inspectorate of Banjarmasin city government: The role of organizational commitment and job satisfaction. *JPPPI (Jurnal Penelitian Pendidikan Indonesia)*, 9(4), 462. <https://doi.org/10.29210/020233145>
- Leechaijaroen, S. (2016). Effects of the big-five personality traits and organizational commitments on organizational citizenship behavior of support staff at Ubon Ratchathani Rajabhat University, Thailand. *Kasetsart Journal of Social Sciences*, 37(2), 104–111. <https://doi.org/10.1016/j.kjss.2015.03.002>
- Lie, D., Agustina, T., Susanti, D., Basriani, A., & Sudirman, A. (2022). Reflection on teacher organizational citizenship behavior: Antecedents of perceived organizational support,

- organizational commitment and job satisfaction. *Journal of Education Research and Evaluation*, 6(1), 36–43. <https://doi.org/10.23887/jere.v6i1.38701>
- Niveditha, M., & Padhy, P. C. (2024). Impact of organizational structure and commitment on organizational citizenship behavior: Insights from the IT sector. *Multidisciplinary Reviews*, 7(9), Article 2024203. <https://doi.org/10.31893/multirev.2024203>
- Prasetio, A. P., Siregar, S., & Luturlean, B. S. (2015). The effects of job satisfaction and organizational commitment on organizational citizenship behavior. *Jurnal Siasat Bisnis*, 19(2), 99–108. <https://doi.org/10.20885/jsb.vol19.iss2.art1>
- Putri, S. (2021). Pedoman praktis penyusunan naskah ilmiah dengan metode systematic review.
- Rahman Tanchi, K., Bin Amin, M., Khatun, S., Mobarak Karim, M., & Erdey, L. (2025). Factors influencing organizational citizenship behavior among employees: Evidence from the commercial banking industry. *Banks and Bank Systems*, 20(1), 51–61. [https://doi.org/10.21511/bbs.20\(1\).2025.05](https://doi.org/10.21511/bbs.20(1).2025.05)
- Widayanti, R., & Farida, E. (2016). Pengaruh kepuasan kerja dan komitmen organisasi terhadap organizational citizenship behavior (Study pada karyawan Pemerintah Kabupaten Malang).
- Winoto, S. A., Priadana, S., & Indah, D. Y. (2020). Komitmen dan budaya organisasi terhadap organizational citizenship behavior (OCB). *Jurnal Riset Bisnis dan Manajemen*, 13(2). <https://doi.org/10.23969/jrbm.v13i2.4039>
- Wombacher, J. C., & Felfe, J. (2017). Dual commitment in the organization: Effects of the interplay of team and organizational commitment on employee citizenship behavior, efficacy beliefs, and turnover intentions. *Journal of Vocational Behavior*, 102, 1–14. <https://doi.org/10.1016/j.jvb.2017.05.004>
- Yang, S., Zhang, L., & Wang, L. (2023). Key factors of sustainable development of organization: Bibliometric analysis of organizational citizenship behavior. *Sustainability*, 15(10), 8261. <https://doi.org/10.3390/su15108261>