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WHY ORGANIZATIONAL CITIZENSHIP BEHAVIOR IS IMPORTANT IN THE ERA OF INDUSTRY 4.0: A BIBLIOMETRIC ANALYSIS

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ABSTRACT
Organizational Citizenship Behavior (OCB) is an essential aspect of organizational functioning, especially in the era of the Industrial Revolution 4.0. OCB behavior is a type of behavior that encourages the development of a positive work environment. This study uses Scopus and Scholar journal articles to conduct a bibliometric analysis of the antecedents and impacts of OCB in Indonesia; 789 documents were selected from 2019-2023 that have gone through manuscript selection. Bibliometric analysis with VOSViewer has explored the relationship between keywords, factors/antecedents of OCB behavior, and the impact of OCB behavior itself. The results of the Co-Occurrence analysis showed that there were at least 46 antecedent items/factors that influenced OCB behavior. Items such as organizational commitment, motivation, perceived organizational support, organizational justice, organizational culture, transformational leadership, and job satisfaction were found to be widely researched and influenced by OCB. Meanwhile, the analysis found that OCB behavior has a significant influence and impact on at least 15 items, mainly on the variables of (1) employee performance, (2) job satisfaction, and (3) turnover intention, especially found a significant impact on employee performance. These findings underline that OCB behaviors are highly consistent with the organization's success, as proven by existing research. Organizations must maintain and enhance OCB behavior by establishing a positive and supportive work environment and culture that considers the factors influencing OCB.

KEY WORDS
Organizational citizenship behavior, Indonesia, bibliometric analysis, motivation, leadership.

Technological changes occur quickly in the Industrial Era 4.0, and organizations must adapt quickly. OCB can help organizations to adapt to these changes more quickly and effectively. Employees involved in OCB tend to be more flexible and contribute to the changes needed to face the challenges of the digital age (Atanika, 2022). Sedarmayanti & Kuswanto (2013) said that successful organizations need workers willing to do more than usual tasks and strive for performance beyond expected. OCB fosters a culture of adaptability (Bogler & Somech, 2023) to cope with the unexpected changes characteristic of Industry 4.0. Employees demonstrating OCB contribute beyond their formal work requirements (Bogler & Somech, 2023).

In this era of change, OCB remains a relevant issue in human resource management and organizational management. Dekas et al., (2013) define organizational civic behavior as the voluntary behavior of employees who help but do not become their obligations. Organizations benefit when employees consciously or unconsciously help each other to increase effectiveness, leading to increased productivity and positive effects on organizational profitability (Zayas-Ortiz et al., 2015). Factors such as personality, organizational fairness, and organizational commitment can influence OCB in the context of Industry 4.0 (Ali & Xie, 2020; Irmali & Rodzalan, 2021).

The search conducted found that the publications of researchers in Indonesia occupy the top related to OCB research topics. Figure 1 with the keyword *Organizational Citizenship Behavior; Indonesia 2019-2023* Scopus database. This shows and can be understood, that many researchers in Indonesia have begun to re-explore the role of organizational citizenship behavior and its impact on organizations or companies in various fields. For example, Grasiawaty's (2021) OCB research in Indonesia was carried out systematically by

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The search conducted found that the publications of researchers in Indonesia occupy the top related to OCB research topics. Figure 1 with the keyword *Organizational Citizenship Behavior; Indonesia* 2019-2023 Scopus database. This shows and can be understood, that many researchers in Indonesia have begun to re-explore the role of organizational citizenship behavior and its impact on organizations or companies in various fields. For example, Grasiawaty's (2021) OCB research in Indonesia was carried out systematically by



reviewing related research. The results show that OCB in Indonesia is a significant and growing topic. Likewise, (Atlantika, 2022) has conducted a case study on the effectiveness of OCB in the National Police in Indonesia. Most recently, Sridadi et al., (2023) have also conducted an empirical study in the context of the Indonesian police regarding the antecedents of OCB behavior. Finally, (2023) states that the OCB model of nurses contributes to efforts to increase job satisfaction among hospital nurses in Indonesia.

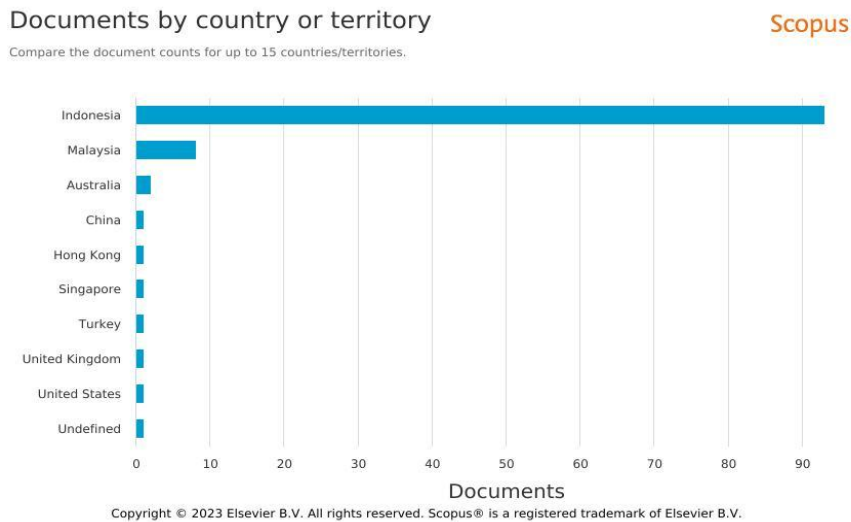


Figure 1 – Scopus Publication for each Country, OCB Keyword; Indonesia 2019-2023

OCB can create a competitive advantage for organizations (Soelton, 2023). In the context of Industry 4.0, OCB can help organizations adapt to digital transformation and maintain a positive work environment. Encouraging and acknowledging OCB can help create a positive work environment and contribute to long-term organizational success. Therefore, it is essential to investigate OCB and the digital era of Industry 4.0 to understand how OCB can contribute to organizational effectiveness in this context and the factors that can increase OCB, especially in Indonesia in the Industrial Era 4.0. Therefore, this study aims to determine 1) Antecedents / Factors that affect OCB and 2) the Impact / Importance of OCB behavior in organizations. This research is expected to strengthen the development and importance of organizational citizenship behavior, especially in Indonesia, and future research potential.

LITERATURE REVIEW

Pourkiani et al., (2014) define organizational citizenship behavior as voluntary behavior not a predetermined task and not part of the person's official duties, and behavior that is not valued directly or through formal organizational structures that are not valued. Robbins & Judge (2019) explain that Organizational Citizenship Behavior is a discretionary behavior that is not part of the formal job requirements of employees and contributes to the psychological and social environment in the workplace. Several factors influence OCB behavior, Shweta & Jha (2009) findings also mention that OCB is influenced by 1) individual disposition and motives, 2) group cohesiveness, 3) employee attitudes, 4) leader-member exchanges and supervisory behavior and 5) organizational fairness. Other factors are strong leadership (mainly transformational leadership) (Hidayat et al., 2022), organizational support and career development (Kusuma et al., 2020), and organizational value and job satisfaction (Atlantika, 2022; Caressa et al., 2019), and additional OCB antecedent factors also include personality, organizational commitment, and job autonomy (Dekas et al., 2013) which have a significant impact on OCB and can help organizations to adapt to ongoing changes in the 4.0 era successfully. The findings (Guiling et al., 2022) revealed that OCB is mainly associated with job satisfaction and leadership.



The literature suggests that the fourth industrial revolution can positively and negatively influence OCB. On the one hand, the digital era can provide opportunities for OCB to support innovative work behaviors and help organizations adapt to digital transformation (Ismail & Rodzalan, 2021). On the other hand, the fourth industrial revolution can also negatively influence the workplace, leading to extreme forms of OCB that create toxic organizations (Coldwell, 2019). OCB can benefit employees and organizations in the digital age, such as increased job satisfaction, better teamwork, and improved performance (Alieva & Powell, 2023; Graham, 1991). OCB is also important because it can improve innovative work behavior; a study found a positive relationship between OCB and innovative work behavior in the manufacturing sector (Ismail & Rodzalan, 2021). As Industry 4.0 technology evolves, innovative work behaviors will become increasingly important for organizations to remain competitive.

METHODS OF RESEARCH

This study used bibliometric analysis. Bibliometric analysis is a popular and rigorous method for exploring and analyzing large volumes of scientific data (Donthu et al., 2021). Bibliometric methodology is considered helpful as a support tool for decision-making in determining research priorities, tracking the evolution of a field, and identifying key players (Mejia et al., 2021). Bibliometric analysis can be used in various disciplines to understand better research developments, relationships between researchers, and the contribution of scientific publications in science.

A literature review with bibliometric analysis was conducted using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses) guidelines. The PRISMA 2020 statement provides up-to-date reporting guidance for systematic reviews reflecting advances in identifying, selecting, assessing, and synthesizing studies (Page et al., 2021). According to these guidelines, there are several steps in this study: 1) defining eligibility criteria; 2) defining sources of information; 3) study selection; 4) data collection process; and 5) selection of data items (Handayani et al., 2018; Liberati et al., 2009), in this study only used four steps PRISMA. Figure 1 describes the research steps in conducting a systematic review and selecting appropriate documents.

Stage 1: Eligibility Criteria.

The inclusion criteria (IC) set for manuscript review guidelines are as follows:

- IC1: Original research and written in English;
- IC2: Research related to Organizational Citizenship Behavior (OCB) and included in the context of Human Resource Management (HRM) or Organizational Behavior (OB).

Thus, only articles or manuscripts written in English (IC1) will be chosen because English is the common language researchers and academics use. As well as IC2, which is the main aspect of the article chosen, must be in the context of OCB, HRM, and Organizational Behavior. Manuscripts outside this criterion will be automatically eliminated from the data used.

Stage 2: Resources.

Researchers searched online databases with familiar and widely used repositories: Scopus (Elsevier) and Google Scholar. The selection of data information sources is due to the ease of access in finding appropriate documents in this study.

Stage 3: Study selection.

Study selection (SC) used in this study was carried out in the following four stages:

- SC1: The manuscript must have the keyword Organizational Citizenship Behavior; Indonesian;
- SC2: The manuscript reviewed from the Title, Abstract, and Keywords used in eligibility criteria (IC2) should be in the context of OCB, HRM, and Organizational Behavior;
- SC3: The manuscript must be written by an Indonesian author (or affiliated with a non-Indonesian author), and the object is in Indonesia;



- SC4: The manuscript must be fully accessible to the researcher and complete.

All stages in selecting studies related to appropriate documents are carried out carefully by the author so that a manuscript that is suitable for use enters the criteria set.

Stage 4: Data Collection Process.

The search for research journal data or related literature is carried out through the database of international reputation journals, namely Scopus, through the scopus.com website. Data used with the range 2019-2023 (last 5 years), with the Keyword "Organizational Citizenship Behavior; Indonesia" with filters 1) Document Type is limited to Article type, so the results are more focused, 2) Countries are limited to Indonesia only and 3) Language is limited to English articles. The number of articles collected amounted to 132 articles published on Scopus.

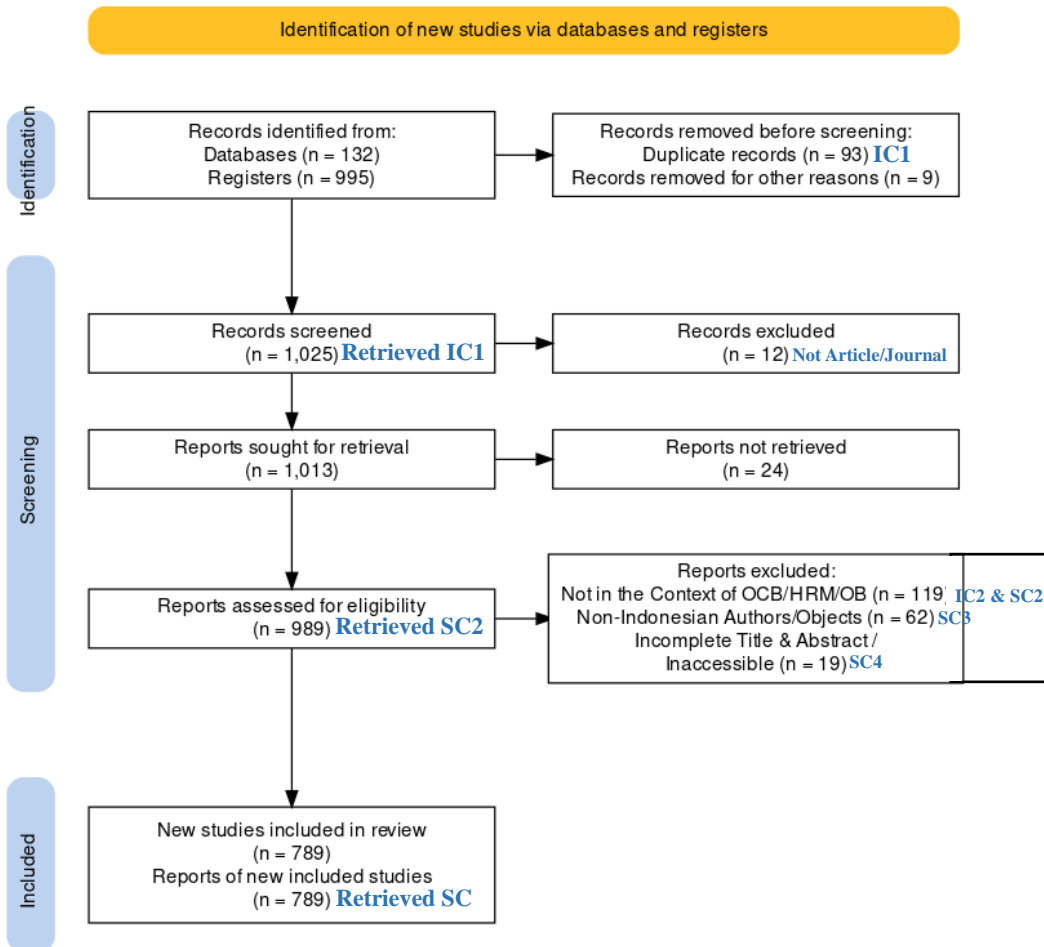


Figure 2 – PRISMA flow diagram Result (Haddaway et al., 2022)

The second data collection is Google Scholar, searching data through Scholar using publish or perish software from 2019-2023 (the last 5 years), with the keyword "Organizational Citizenship Behavior; Indonesia" with a Document Type filter limited to Journal type. The number of articles collected amounted to 995 articles published on Scholar. The search results of both sources (Scopus and Scholar) are exported as CSV and RIS as the basis for mapping and analysis sources. The number of documents collected was 132 Scopus and 995 Scholar documents, with a total database of 1,127 documents.

The following are the results of the four stages of PRISMA that have been carried out in selecting appropriate document manuscripts after the data collection process, which can be seen in Figure 1. Document selection using the online PRISMA flow developed by (Haddaway et al., 2022) bypassing the detailed review stage by the author. After passing the study selection (SC), 789 documents that meet the eligibility criteria (IC) and study choice



(SC) were obtained, which were used as a research analysis database with details of Scopus as many as 78 documents and Scholar as many as 715 documents.

The selected data after the PRISMA Method is processed using VOSviewer software. VOSviewer is a software tool for building and visualizing bibliometric networks (Researchguides.uic.edu, 2023; van Eck & Waltman, 2010). This study uses observable data in the form of relationships between researchers (co-authorship) and co-occurrence keywords, which, in this case, is also called co-word analysis. Using co-words and looking at co-occurrence will visualize the relationship between keywords in related articles.

RESULT AND DISCUSSION

Co-Occurance Relationship. The Co-Occurance or word relationship shows the correlation between keywords formed from selected and used journals. The keywords used are Organizational Citizenship Behavior; Indonesia, with a range of 2019-2023, obtained co-occurrence, as shown by network visualization in Figure 5. There are 99 items and 13 clusters formed in the network model, each in clusters 1-7, respectively. Items such as 1) job satisfaction, 2) organizational commitment, 3) motivation, 4) employee engagement, and 5) organizational citizenship behavior dominate the most significant nodes that indicate these variables are being studied today. However, it was also found that there are items that are still poorly researched, such as 1) corporate social responsibility (CSR); 2) talent management; 3) perceived organizational support (POS); 4) sustainable development goals (SDGs); 5) green training; 6) psychological ownership; 7) grit; 8) organizational learning; 9) situational leadership; 10) Islamic Work Ethics; 11) job embeddedness; 12) person-organization fit; 13) learning organization; and 14) innovative behavior.

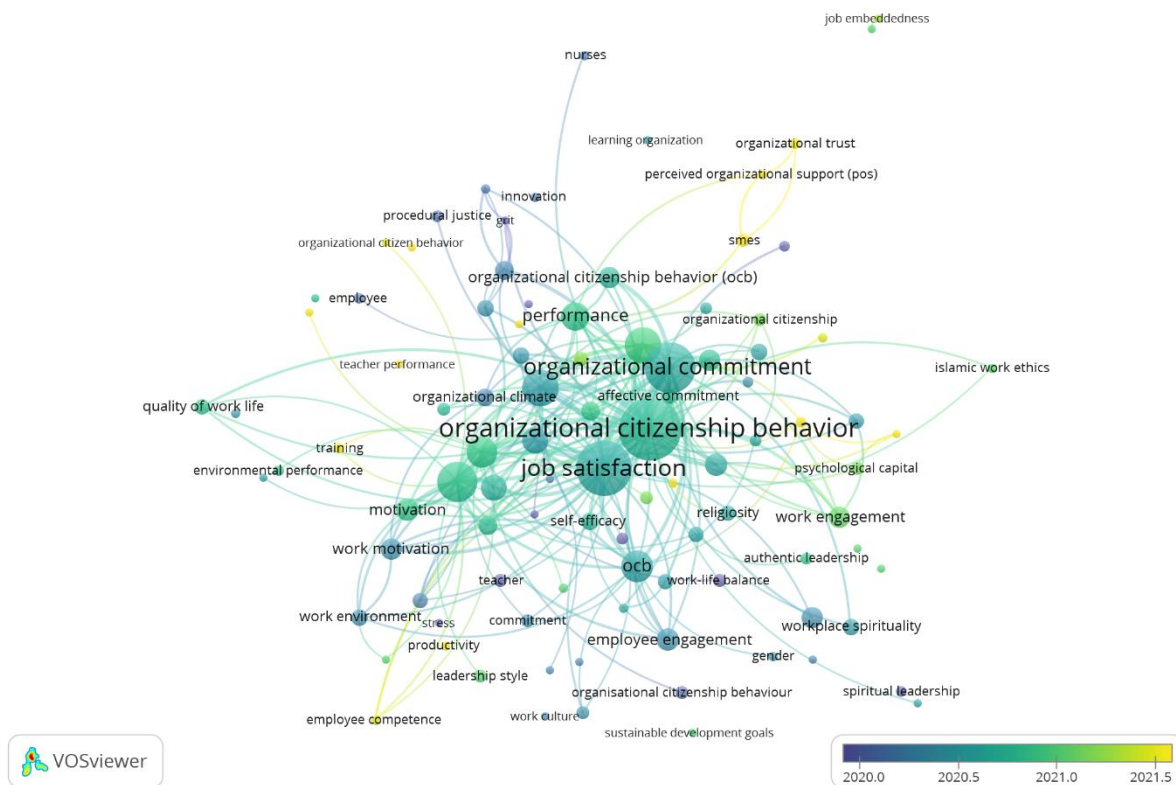


Figure 3 – Relationship Co-Occurrence Network Visualization

Organizational citizenship behavior from the results of bibliometric mapping of the relationship between keyword co-occurrence in Figure 5 found various items or variables that affect OCB. 46 items of factors or antecedents influence OCB behavior that vary. These were found in previous studies, and 7 main factor items from previous research sources are widely studied and affect OCB behavior, as listed in Table 1. **Organizational commitment** (Table 1,



number 1) is one of the dominant factors influencing OCB. The findings show that organizational commitment also increases OCB (Martono et al., 2021), and organizational commitment has a significant effect on OCB (Haryati et al., 2022);(Saputra & Riana, 2021). Organizational solid commitment among the Millennial generation of State Civil Apparatus (ASN) causes OCB to be higher (Meliala & Saparuddin, 2023). The level of commitment a person feels to the organization can positively impact employee engagement in volunteer behaviors and extra-role behaviors that contribute to the organization's overall effectiveness.

Table 1 – Factors affecting OCB

No	Factor/Anteseden	Source Journal
1	Commitment organizational commitment	(Tumanggor et al., 2019); (Martono et al., 2021); (Trisnawati et al., 2020); (Roza et al., 2021); (Haryati et al., 2022); (Saputra & Riana, 2021); (Muchtadin & Chaerudin, 2020); (Firdayanti, 2022); (Basalamah & Ardana, 2020);(Nurjanah et al., 2020); (Regen et al., 2022); (Widodo & Gunawan, 2020); (Juliana et al., 2022); (Soelton, Ramli, et al., 2020); (Winarsih & Riyanto, 2020); (Fauzi, 2021); (Lamri et al., 2020); (Fitrio et al., 2019); (Meliala & Saparuddin, 2023); (Hermawanto et al., 2022); (Sumardjo & Supriadi, 2023); (Sylviana et al., 2020); (Pratama & Putri, 2019); (Wanih & Iqbal, 2020); (Lestari & Saputra, 2022)
2	Compensation	(Hapsari & Riyanto, 2020); (Suryaman & Bayudhigantara, 2020)
3	Competence	(Sumarsi & Rizal, 2022); (Astuti & Ingsih, 2019); (Uliyah & Ariyanto, 2021)
4	Knowledge management	(Aryani & Widodo, 2020)
5	Leadership style	(Pramesty et al., 2020); (Sukrisnawati et al., 2019); (Purwana et al., 2020)
6	Motivation or work motivation	(Muchtadin & Chaerudin, 2020); (Suharnomo & Hashim, 2019); (Farisi et al., 2021); (Jufrizen & Hutasuhut, 2022); (Puspita & Dewi, 2020); (Ningrum et al., 2020); (Sylviana et al., 2020); (Wanih & Iqbal, 2020)
7	Work environment	(Purwana et al., 2020); (Ningrum et al., 2020)
8	Employee engagement	(Mahmudi & Elmi, 2020); (Maryam et al., 2021); (Fadha et al., 2021)
9	Person-organization fit	(Martono et al., 2021); (Margaretha & Wicaksana, 2020)
10	Spiritual leadership	(Muharom, 2023); (Supriyanto & Ekowati, 2020)
11	Workplace spirituality	(Wijayanti & Rajjani, 2023)
12	Authentic leadership	(Wahyuni & Rahyuda, 2021); (Wulandari & Putri, 2020)
13	Cultural intelligence	(Alifuddin & Widodo, 2022)
14	Interpersonal communication or communication	(Sulistiasih & Widodo, 2022); (Fauziah et al., 2019); (Herfina & Wulandari, 2019)
15	Islamic work ethics	(Satrianto & Gusti, 2023); (Romi et al., 2020)
16	Perceived organizational support	(Aprilani et al., 2021); (Putri & Kusuma, 2023); (Kristiani et al., 2019); (Ghulami & Agustina, 2020); (Susanto, 2023); (Paramaatha et al., 2019); (Gunawan et al., 2023); (Anggita & Ardana, 2020); (Lestari & Saputra, 2022)
17	Psychological capital	(Gustari & Widodo, 2021); (Udin & Yuniawan, 2020);
18	Work engagement	(Jufrizen et al., 2023); (Prayitno et al., 2022); (Sari et al., 2019);
19	Emotional intelligence	(Yusuf et al., 2023); (Widodo et al., 2022); (Rizki et al., 2019); (Shahab et al., 2019)
20	Organizational justice	(Trisnawati et al., 2020); (Dearsy & Ratnawati, 2022); (Juliana et al., 2022); (Winarsih & Riyanto, 2020); (Soefijanto & Supriyati, 2019); (Fauziah et al., 2019); (Huda, 2019)
21	Psychological ownership	(Dewi et al., 2021)
22	Religiosity	(Dami et al., 2020); (Ningsih, 2019)
23	Trust	(Tania et al., 2021); (Soefijanto & Supriyati, 2019); (Halilintar & Kusmiyanti, 2022); (Huda, 2019)
24	Grit	(Puteri & Arifin, 2020); (Widodo & Chandrawaty, 2021)
25	Job involvement	(Widodo & Ciptaningsih, 2023)
26	Organizational culture	(Mahmudi & Elmi, 2020); (Putri & Kusuma, 2023); (Hapsari & Riyanto, 2020); (Wibawa et al., 2022); (Soelton, Noermijati, et al., 2020); (Kristiani et al., 2019); (Kumar & Hamid, 2021); (Regen et al., 2022); (Winarsih & Riyanto, 2020); (Meliala & Saparuddin, 2023); (Nurbaety & Rojuaniah, 2022); (Sumardjo & Supriadi, 2023); (Uliyah & Ariyanto, 2021); (Setyowati et al., 2021); (Pratiwi & Nawangsari, 2021)
27	Personality	(Wilkanandya & Sudarma, 2020); (Widodo & Ciptaningsih, 2023); (Puteri & Arifin, 2020); (Firdayanti, 2022); (Fauziah et al., 2019)
28	Procedural justice	(Maria et al., 2020); (Lamri et al., 2020)
29	Talent management	(Widodo & Ciptaningsih, 2023)



Table 1 Continue

30	Career development	(Suryaman & Bayudhigantara, 2020); (Yusuf et al., 2023); (Anggraini & Lo, 2020)
31	Ethical leadership	(Sawitri et al., 2021); (Yuannto et al., 2021)
32	Self-efficacy	(Soelton, Sudiro, et al., 2020); (Almahdali et al., 2021); (Lestari & Saputra, 2022); (Pratiwi & Nawangsari, 2021)
33	Situational leadership	(Solihin & Manurung, 2020); (Anggraini & Lo, 2020); (Mustofa & Muafi, 2021)
34	Affective commitment	(Jufrizen et al., 2023); (Ningsih, 2019); (Paramaartha et al., 2019); (Prayitno et al., 2022); (Gustari & Widodo, 2021)
35	Knowledge sharing	(Prayitno et al., 2022)
36	Psychological empowerment	(Wijaya & Purba, 2020); (Ghulami & Agustina, 2020); (Muzaki & Anggraeni, 2020)
37	Servant leadership	(Roza et al., 2021); (Kumar & Hamid, 2021); (Gunawan et al., 2023); (Nurbaety & Rojuaniah, 2022)
38	Transactional leadership	(Amir, 2019); (Gunawan et al., 2023)
39	Transformational leadership	(Elmi et al., 2019); (Tania et al., 2021); (Hapsari & Riyanto, 2020); (Wibawa et al., 2022); (Basalamah & Ardana, 2020); (Puspita & Dewi, 2020); (Marmosa, 2022); (Jufrizen et al., 2023); (Meliala & Saparuddin, 2023); (Hermawanto et al., 2022); (Pratama & Putri, 2019); (Herfina & Wulandari, 2019)
40	Job embeddedness	(Haryati et al., 2022);
41	Empowerment	(Fadha et al., 2021); (Lantasia & Rizal, 2022); (Aryani & Widodo, 2020); (Shahab et al., 2019)
42	Job satisfaction	(Trisnawati et al., 2020); (Hermawati et al., 2023); (Saputra & Riana, 2021); (Muchtadin & Chaerudin, 2020); (Elmi et al., 2019); (Putri & Kusuma, 2023); (Berdiyana & Witjaksono, 2022); (Tania et al., 2021); (Soelton, Noermijati, et al., 2020); (Ruhana, 2019); (Erdianza & Sari, 2020); (Purwana et al., 2020); (Yusnita et al., 2022); (Kumar & Hamid, 2021); (Dewi et al., 2021); (Farisi et al., 2021); (Z. M. E. Siregar et al., 2023); (Nurjanah et al., 2020); (Regen et al., 2022); (Santoso et al., 2020); (Soelton, Sudiro, et al., 2020); (Fauzi, 2021); (Fitrio et al., 2019); (Meliala & Saparuddin, 2023); (Anggita & Ardana, 2020); (Tumanggor et al., 2019); (Soefijanto & Supriyati, 2019); (Yusuf et al., 2023); (Sylviana et al., 2020); (Wanah & Iqbal, 2020); (Setyowati et al., 2021); (Idris et al., 2021); (Romi et al., 2020); (Anggraini & Lo, 2020); (Lantasia & Rizal, 2022); (Fiernaningsih et al., 2019); (Nilawati et al., 2019)
43	Work-life balance	(Muafi et al., 2021); (Fiernaningsih et al., 2019); (Erdianza & Sari, 2020); (Soelton, Ramli, et al., 2020)
44	Learning organization	(Widodo & Gunawan, 2020)
45	Quality of work life	(Sumarsi & Rizal, 2022); (Ruhana, 2019); (Anma et al., 2021); (Hermawanto et al., 2022); (Pio & Lengkong, 2020)
46	Organizational climate	(Soelton, Noermijati, et al., 2020); (Yusnita et al., 2022); (Damayanti & Dewi, 2020)

Source: VOSViewer process data output (2024).

Motivation or work motivation (table 1 number 6) is the second factor found to be the largest antecedent in OCB. Findings show that work motivation is positive and significant for OCB (Muchtadin & Chaerudin, 2020); (Suharnomo & Hashim, 2019); (Sylviana et al., 2020) and others. Increased work motivation leads to increased OCB, significantly influencing OCB (Farisi et al., 2021). For example, studies reveal that nurses who report higher levels of job satisfaction are more likely to engage in extra-role behaviors that benefit organizations (Idris et al., 2021). Motivated employees are likelier to engage in volunteer behaviors and extra roles that contribute to organizational effectiveness. Therefore, organizations should prioritize strategies to increase work motivation among employees.

Perceived organizational support (POS) (table 1 number 16) was also found to be a factor affecting OCB. Existing studies have found that perceived organizational support affects OCB behavior (Ghulami & Agustina, 2020); (Putri & Kusuma, 2023), (Kristiani et al., 2019) and others. When nurses feel organizational solid support, they show positive work outcomes (Aprilani et al., 2021). Perceptions of organizational support are positively associated with OCB, suggesting that when employees feel supported by their organization, they are more likely to engage in OCB. Perceived organizational support creates a positive



work environment and fosters a sense of loyalty and reciprocity among employees, ultimately leading to an increase in OCB.

Organizational justice (table 1 number 20) is the next factor that impacts OCB. The findings show that organizational fairness has a significant positive effect on OCB (Trisnawati et al., 2020); (Dearsy & Ratnawati, 2022); (Winarsih & Riyanto, 2020) and others. Employees' feelings and acceptance of fairness and their reactions to work outcomes within the organization (Juliana et al., 2022). Organizational justice plays a vital role in shaping employee attitudes and behaviors, and its impact extends to fostering a positive work culture conducive to the emergence of OCB behavior. When employees feel that their organization treats them fairly, they are more likely to engage in OCB, resulting in better organizational performance, employee retention, and organizational success.

Furthermore, organizational culture (Table 1, number 26) was also a factor that influenced OCB. The results consistently show that organizational culture has a significant effect on organizational citizenship behavior (Mahmudi & Elmi, 2020); (Hapsari & Riyanto, 2020); (Wibawa et al., 2022); (Kumar & Hamid, 2021) and others. Organizational culture also plays an important role, as it shapes individual behaviors, values, and beliefs in the organization, thus influencing OCB and achieving more effective and efficient organizational goals (Nurbaety & Rojuaniah, 2022). A positive and supportive culture encourages OCB, increasing employee engagement, productivity, and overall organizational success. Conversely, a negative culture can inhibit OCB and negatively impact morale, performance, and reputation.

Transformational leadership (Table 1, number 39) is the other most significant factor influencing OCB behavior improvement. Existing studies prove that transformational leadership has a significant positive effect on employee OCB (Elmi et al., 2019); (Tania et al., 2021); (Hapsari & Riyanto, 2020); (Herfina & Wulandari, 2019) and others. Transformational leaders inspire and motivate employees to go beyond their formal job roles and contribute to organizational success (Hermawanto et al., 2022). The impact of transformational leadership on OCB is immense. Transformational leaders are believed to influence OCB by motivating and inspiring employees and fostering a culture of trust and reciprocity within the organization. The impact of transformational leadership on OCB is also associated with employee retention and performance.

Finally, job satisfaction (table 1 number 42) was the most significant variable influencing OCB behavior. Empirical findings show that job satisfaction has a significant positive effect on OCB (Trisnawati et al., 2020); (Saputra & Riana, 2021); (Berdiyana & Witjaksono, 2022); (Tania et al., 2021); (Purwana et al., 2020); (Yusnita et al., 2022); (Anggraini & Lo, 2020) and others. Job satisfaction is vital in influencing OCB, which impacts organizational success and achievement. When employees experience higher levels of job satisfaction, they are more likely to engage in OCB, which ultimately contributes to organizational effectiveness and efficiency (Romi et al., 2020). Employees with high levels of job satisfaction tend to be committed to the organization, which motivates them to exhibit OCB. This aligns with social exchange theory and psychological contract theory, where satisfied employees are more likely to engage in OCB as a form of reciprocal exchange for the benefits they receive (Fiernaningsih et al., 2019). Logically, job satisfaction should be the primary determinant of employee OCB behavior; objective evidence shows job satisfaction is quite strongly correlated with OCB; people who are very satisfied with their jobs tend to engage in OCB behavior (Robbins & . Finally, satisfied employees are more likely to exhibit OCB, which includes behaviors beyond predefined tasks, such as helping coworkers and contributing to the organization's overall well-being.

In addition to the factors that influence OCB behavior in terms of previous research, it was also found that the impact and importance of OCB behavior are beneficial to the organization/company. Table 2 shows at least 16 positive impacts or consequences of OCB behavior in organizations successfully analyzed from the journals used in the analysis. OCB impacts employee work productivity (table 2 number 1); studies (Ridlo et al., 2021) show that OCB is essential in increasing employee satisfaction and productivity in the banking industry. These findings emphasize OCB's role in driving employee performance and overall



organizational outcomes. In addition, OCB also affects managers' work productivity; existing studies have found that OCB has a direct positive influence on managers' work productivity (Wibawa et al., 2022). OCB influences managers' work productivity by promoting a positive work environment, increasing collaboration, and improving employee engagement and performance.

OCB has the greatest impact on employee performance (Table 2, number 2), and existing studies consistently show the same results. Findings show that OCB has a positive and significant effect on employee performance (Syakur et al., 2021); (Saputro & Nawangsari, 2021); (Tania et al., 2021); (Sukrisnawati et al., 2019); (Lamri et al., 2020) and others. Employees who show OCB tend to improve overall bank performance; hence, fostering OCB culture within the organization can improve employee performance at Bank Syari'ah Indonesia (Hamid et al., 2023). The study (Wulandari & Putri, 2020) emphasizes the importance of OCB for organizational success and how it can improve organizational efficiency by improving employee performance and productivity. OCB is also strongly associated with higher task performance and has outcomes at the individual as well as group level. Therefore, OCB can positively impact employee performance and overall organizational effectiveness.

OCB's behavior was also found to impact service quality in the company substantially. The findings show that OCB directly and positively influences service quality (E. Siregar et al., 2019). Other findings revealed that the OCB behavior of faculty and staff affects the quality of services provided by private universities. A positive and supportive organizational culture, such as OCB, can improve service quality in private universities (Fatihudin et al., 2020). They improved OCB, which resulted in a better quality of service. Organizations with employees who demonstrate good OCB tend to have better performance and better service quality. In addition, OCB also impacts teacher performance in schools, and studies prove that organizational citizenship behavior has a positive effect on teacher performance (Nugroho et al., 2022; Tumanggor et al., 2019). Increasing OCB behavior will encourage significant improvement in teacher performance and vice versa (Nugroho et al., 2022). Fostering a culture of OCB among teachers can positively impact their performance, resulting in a more effective educational environment.

Table 2 – Impact and Importance of OCB

No	Impact of OCB Behavior	Source
1	Employee work productivity	(Ridlo et al., 2021)
		(Syakur et al., 2021); (Saputro & Nawangsari, 2021); (Hamid et al., 2023); (Tania et al., 2021); (Hermawan et al., 2020); (Suharnomo & Hashim, 2019); (Sukrisnawati et al., 2019); (Ningrum et al., 2020); (Lamri et al., 2020); (Pratama & Putri, 2019); (Setyowati et al., 2021); (Setiaji & Lo, 2020); (Wulandari & Putri, 2020); (Almahdali et al., 2021); (Rizki et al., 2019); (Berdiyana & Witjaksono, 2022)
2	Employee performance	
3	Service quality	(E. Siregar et al., 2019); (Fatihudin et al., 2020)
4	Teacher performance	(Nugroho et al., 2022); (Tumanggor et al., 2019);
5	Managers' work productivity	(Wibawa et al., 2022)
6	Job satisfaction	(Maria et al., 2020); (Lamri et al., 2020); (Madhakomala & Hanafi, 2021)
7	Work performance	(Pramesty et al., 2020)
8	Employee engagement	(Hermawan et al., 2020)
9	Employee happiness	(Sunaryo et al., 2022)
10	Organizational effectiveness	(Yusnita et al., 2022)
11	Firm performance	(Tarigan et al., 2020)
12	Environmental performance	(Satrianto & Gusti, 2023)
13	Teachers' professional competence	(Widodo et al., 2022)
14	Turnover intention, Employee turnover intention	(Susanti & Rita, 2020); (Lilisantosa et al., 2021); (Fakhri et al., 2021)
15	Service performance	(Muafi et al., 2021)

Source: VOSViewer process data output (2024).



Then, OCB was also found to have an impact on employee job satisfaction, and studies show that OCB has a positive and significant influence on job satisfaction (Lamri et al., 2020; Madhakomala & Hanafi, 2021; Maria et al., 2020). For example, findings reveal that teachers who engage in OCB, such as helping colleagues, volunteering for additional tasks, or showing commitment to school outside their job description, are more likely to experience higher job satisfaction (Madhakomala & Hanafi, 2021). Employees engaging in behaviors beyond formal work requirements increase job satisfaction (Lamri et al., 2020). Increasing OCB in the workplace can positively impact job satisfaction levels among employees. Organizations that prioritize and encourage OCB behaviors tend to see improvements in employee satisfaction, engagement, and overall performance.

OCB behavior also affects employee work performance. Studies on civil servants found that OCB behavior positively and significantly affects work performance (Pramesty et al., 2020). This suggests that higher OCB levels will improve work performance (Basu et al., 2017). High OCB, such as increased employee cooperation, proactive problem-solving assistance, and willingness to participate in organizational activities, is associated with improved performance. OCB plays a vital role in improving performance by contributing to the organization's overall effectiveness, creating a positive work environment, and resulting in higher levels of productivity among employees.

OCB is also known to impact employee engagement; findings show that OCB significantly affects Employee engagement and performance (Hermawan et al., 2020). Employees who exhibit behavior that goes beyond their formal work requirements positively affect the level of employee engagement in the workplace. OCB and Employee Engagement have a relationship that involves both of them. This relationship underscores the importance of fostering an environment where OCB is encouraged to increase employee engagement. OCB can create employee happiness in an organization; research reveals that OCB impacts employee happiness (Sunaryo et al., 2022). OCB is essential in increasing employee happiness by contributing to a positive work environment that encourages job satisfaction and engagement. These two variables can affect each other; employee happiness can also affect OCB.

Another impact of OCB is Organizational effectiveness; studies show that increasing employee OCB can be predicted to increase organizational effectiveness (Yusnita et al., 2022). The presence of OCB contributes significantly to organizational effectiveness, as it fosters a healthy work environment characterized by cooperation, collaboration, and a strong sense of purpose among employees. OCB impacts Firm performance, and findings prove that OCB directly affects Company performance (Tarigan et al., 2020). OCB creates a more positive and supportive work environment. These findings show that OCB is important in improving the Company's performance. By fostering an OCB culture, companies can create a more productive, efficient, and successful workplace.

In the context of Environmental OCB (OCB), OCB contributes to the organization's environmental performance. This OCB behavior is vital in protecting the environment and positively impacts an organization's environmental performance (Satrianto & Gusti, 2023). Employee initiatives, including OCB, are essential in improving environmental practices and performance in organizations (Boiral & Paillé, 2012). OCB can be essential in promoting environmental sustainability in organizations and indirectly affect environmental performance. In the education sector, OCB contributes to teachers' professional competence, and findings reveal that OCB has a significant relationship with teachers' professional competence (Widodo et al., 2022). Increasing OCB among teachers can positively impact school education and training activities (Ahmet, 2016). Teachers with high OCB tend to solidify their professional competence. OCB plays a vital role in effective and successful school management.

Furthermore, the results showed that Turnover Intention was influenced by OCB (Fakhri et al., 2021; Susanti & Rita, 2020). OCB is negative and significant for employee turnover intention (Lilisantosa et al., 2021). If an employee shows high organizational citizenship behavior and is loyal to his workplace, the employee's intention to leave will decrease. Engaging in OCB can create a positive work environment and lower employee



turnover intentions. Therefore, promoting OCB in the workplace can reduce turnover intention and improve organizational effectiveness. Finally, OCB in Islamic perspective (OCBIP) impacts service performance in organizations. Studies show that OCBIP affects service performance (Muafi et al., 2021). In the context of service performance, OCB plays an essential role in improving overall organizational effectiveness and customer satisfaction. Encouraging and acknowledging OCB among employees can lead to a more positive work environment, increased employee engagement, and higher service performance levels.

Organizational citizenship behavior (OCB) refers to discretionary behavior exhibited by employees that goes beyond their formal job requirements and contributes positively to the organization. OCB plays an essential role in improving the overall effectiveness of the organization. Undeniably, these bibliometric results show the vast impact that OCB behavior has on employees in the organization. Of course, cultivating high OCB behavior among employees also needs to consider factors or antecedents that can influence it, such as organizational commitment, motivation, job satisfaction, transformational leadership, and others. Various findings have proved the result of this high OCB behavior to improve employee performance, as in Table 2 above.

CONCLUSION

This study uses Scopus and scholarly journal articles to conduct a bibliometric analysis of antecedents and the impact of Organizational Citizenship Behavior in Indonesia. 789 selected documents from 2019-2023 have gone through manuscript selection. Through bibliometric analysis with VOSViewer, this study has explored the relationship between keywords, factors/antecedents of OCB, and the impact of OCB itself. It was found that there were at least 46 items that became antecedents of OCB, which were dominated by variables 1) commitment/organizational commitment; 2) motivation or work motivation; 3) perceived organizational support; 4) organizational justice; 5) organizational culture; 6) personality; 7) transformational leadership; 8) job satisfaction; 9) work-life balance; and 10) quality of work life. Job satisfaction is a significant antecedent affecting OCB because many studies have revealed consistent results. As expressed (Robbins & Judge, 2019), it is logical that job satisfaction should be the primary determinant of employee OCB behavior; clear evidence shows job satisfaction is strongly correlated with OCB.

In addition to factors that influence OCB behavior, it was also found that OCB has been widely used as an independent or mediating variable in many previous studies. At least it was found that OCB had an effect and had a major impact on 15 items, mainly on variables 1) employee performance, 2) job satisfaction, and 3) employee turnover intention, and its significant impact on employee performance. OCB clearly and consistently has a significant effect on employee performance. These findings provide important implications for organizations to build a positive work environment and culture, contributing to increased employee volunteer behavior. In turn, it dramatically impacts employee performance and overall organizational success. With so many items as antecedents of OCB, organizations need to pay attention to and improve these factors.

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