



LITERATURE REVIEW MEASUREMENT MODEL OF INDIVIDUAL BEHAVIOR AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: INDIVIDUAL CHARACTERISTICS, WORK CULTURE AND WORKLOAD

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Abstract: The development of a research role from previous research or relevant research is very important, because it can help and function to strengthen theoretical studies and phenomena of the relationship or influence between variables in a study. This article reviews and attempts to confirm the factors that influence individual behavior and organizational citizenship behavior which include individual character, work culture and workload. The purpose of this article is to build a hypothesis of the influence between variables to be used in further research. Human Resource Management literature study results from library research are: 1) individual characteristics affected on individual behavior; 2) work culture influences individual behavior; 3) workload affects individual behavior; 4) individual behavior affects organizational citizenship behavior; 5) individual characteristics affect organizational citizenship behavior; 6) work culture has an effect on organizational citizenship behavior; 7) workload affects organizational citizenship behavior.

Keyword: Individual characteristic, Work Culture, Workload, Individual Characteristic and *Organizational citizenship behavior*

INTRODUCTION

Background of the Problem.

The demands of the development and progress of science are very dependent on what is called research. For this reason, sustainability research must always be carried out to find theoretical studies that can later have an impact on practical benefits in the life of the wider community. On that basis as an educator, lecturers must be able to fulfill their service in the threefold missions of Higher Education, one of which is conducting research. Through observations and data, it is known that a problem or phenomenon in a particular field of science is known through the applicable rules, lecturer is able to write scientific or research papers by combining them through their knowledge and skills in understanding, analyzing, describing, and explaining problems related to certain factors. related to each other in the field of science. Unfortunately, based on empirical experience, many researchers such as lecturers and students have difficulty in finding relevant supporting articles for their scientific

works as the basis for their research. Relevant research articles are needed to strengthen and develop theoretical studies, which are useful for seeing the relationship between certain variables to build hypotheses and discuss research results. This research will specifically discuss the factors of individual characteristics, work culture and workload that affect individual behavior and organizational citizenship behavior in the study of human resource management literature. There are many other factors that can also explain and influence individual behavior and organizational citizenship behavior. However, in this review, the focus is more on the matters or problems described above.

Formulation of the Problem

Based on the background, it can be formulated the problems to be discussed in order to build hypotheses for further research, are:

1. Do individual characteristics affect individual behavior?
2. Does work culture affect individual behavior?
3. Does workload affect individual behavior?
4. Does individual behavior affect organizational citizenship behavior?
5. Do individual characteristics affect organizational citizenship behavior?
6. Does work culture affect organizational citizenship behavior?
7. Does workload affect organizational citizenship behavior?

LITERATURE REVIEW

Individual Characteristic

Behavior is a series of actions made by individuals, organisms, systems, or artificial entities in relation to themselves or their environment ((Hemakumara & Rainis, 2018)). Furthermore, behavior is a function of the interaction between a person and his environment, while individual behavior is a function of the interaction between the person or individual and his environment (Miftah, 2015). If it is associated with organizational behavior, individual behavior is a system of study of the nature of organizations such as how organizations start, grow and develop and how they affect members as individuals, voter groups, other organizations and institutions that are more big, (Thoha, 2014).

Research related to individual behavior has also been carried out by many previous researchers such as: (Asbari et al., 2019), (Mawo, Thomas, 2017), (Adilansyah et al., 2018; (Arsaman, 2019)).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) or organizational citizenship is part of the science of organizational behavior. While the basic attitude identifies that employees are involved in OCB to reciprocate the actions of the organization (Luthan, 2009). Organizational citizenship behavior (organizational citizenship behavior) is a behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness.

According to Robbins (2008), organizational citizenship behavior (OCB) is a preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

In the last three decades, organizational citizenship behavior (OCB) has received increasing attention from academics and practitioners in examining and further analyzing the idea of this behavior and its impact on the field of organizational behavior, (Takeuchi et al., 2015).

OCB dimensions according to (Organ, 1988):

- a) *Altruism*,

- b) *Conscientiousness*,
- c) *Sportsmanship*,
- d) *Courtesy*,
- e) *Civic Virtue*,

Previous studies that have conducted research on organizational citizenship behavior (OCB) are (Afuan et al., 2020)), ((Ridwan et al., 2020)) (R B Putra, 2016).

Individual Characteristic

Individual characteristics are individual differences with other individuals. The most important resource in an organization is human resources, people who provide their energy, talent, creativity, and effort to the organization so that an organization can continue to exist (Peoni, 2014). Individual characteristics are characteristics or special traits possessed by employees that can make themselves have different abilities from other employees to maintain and improve their performance (Aktarina, 2019). Individual characteristics are interests, attitudes towards oneself, work, and work situations, individual needs, abilities or competencies, knowledge about work and emotions, moods, feelings, beliefs and values, (Setiawan & Bodroastuti, 2012), Robbins (2008), stated that individual characteristics such as age, tenure, and marital status can affect individual performance.

Research related to characteristics has been studied by many previous researchers including: (Arifudin & Rusmana, 2020), Anwar, C., Titisari, P., & Desia Prajitiasari, E. (2014).

Work Culture

The culture conveys to employees about how the behavior should be. A member will want to participate, if the person concerned knows the goals of the organization, the benefits to himself, and the way the organization is in achieving its goals, Robbins (2008). Schein (2010), defines culture as a pattern of shared basic assumptions that certain groups learn to overcome problems of external adaptation and internal integration. Five factors that influence work culture are employee responsibility, innovation, result orientation, knowledge and work system. These factors will directly affect the work culture of employees in a company or organization. This is in accordance with research conducted ((Ali et al., 2018)) which states that work culture has a significant effect on employee performance.

Research related to work culture has been studied by many previous researchers including: (Mawo, Thomas, 2017) (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016)

Workload

Workload is a number of activities that require expertise and must be done within a certain period of time in physical or psychological form (Dhini Rama Dhanian, 2010), Riggio (2000: 250) states that workloads are work tasks that are a source of stress such as work requires working with fast, produce something and concentrate from work stress. Zaki and Marzolina (2016) regarding workload as a comparison of employee abilities with job demands, which means that if employees have higher work abilities than job demands, boredom will arise, on the contrary if employee abilities are lower than job demands, more feelings of fatigue will arise. The indicators used to determine the workload developed from the results of Zaki and Marzolina (2016) research which consist of;

- 1) The number of work
- 2) Work targets
- 3) Boredom

4) Overload

5) Pressure

Research related to work culture has been studied by many previous researchers including: Benedita, R. (2018), (Demur et al., 2019), (Afuan et al., 2020)

Table 1: Relevant Previous Research

No	Author (Year)	Previous Research results	Similarities of this article	Difference with this article
1	(Asbari Et Al., 2019)	Culture also has a positive and significant effect on partially and simultaneously innovative work behavior.	Work Culture Affects Individual Behaviour	Transformation leadership also has a positive and significant influence on innovative work behavior partially and simultaneously.
2	(Mawo, Thomas, 2017)	Culture has a positive and significant influence on consumptive behavior.	Work Culture Affects Individual Behaviour	Financial Literacy, Self-Concept, and Culture Together Affect Consumptive Behavior.
3	(Afuan et al., 2020)	There is a Partially Significant Positive Effect Between Workload on Organizational Citizenship Behavior.	Workload Affects Organizational Citizenship Behavior	Workload Affects Organizational Citizenship Behavior
4	Benedita, R. (2018)	Workload has a positive and significant impact on cyberloafing behavior	Workload has a positive and significant impact on behavior	Work Environment Affects Cyberloafing Behavior
5	Demur Et Al., 2019	Workload Has a Significant Relationship With Caring Behavior	Workload has a positive and significant impact on behavior	Motivation Has a Significant Relationship With Caring Behavior
6	Putra, R. B., & Fitri, H. (2021)	Individual Characteristics Affect Organizational Citizenship Behavior, Work Culture Affects Organizational Citizenship Behavior	Individual Characteristics Affect Organizational Citizenship Behavior, Work Culture Affects Organizational Citizenship Behavior	Individual Characteristics Affect Lecturer Performance
7	Saragih, N. M. (2020)	Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior	Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior	Leadership Has a Positive And Significant Influence on Organizational Citizenship Behavior
8	Irawan, A. (2012)	Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior.	Individual Characteristics Have a Positive and Significant Influence on Organizational Citizenship Behavior.	Job Characteristics Proven Significant Influence on Job Satisfaction
9	Irawati, R., & Prasetyo, I. B. (2021)	Individual Characteristics Partially Affect Ocb	Individual Characteristics Partially Affect Ocb	Organizational Commitment, Organizational Culture and Individual Characteristics Partially Affect Ocb
10	Suparjo, D. P. R. R. (2016)	Culture Has a Positive And Significant Impact on Organizations	Culture Has a Positive And Significant Impact on Organizations	Job Satisfaction and Significant Positive Effect on Organizational Citizenship Behavior (Ocb)

		About Organizational Citizenship Behavior (Ocb)	About Organizational Citizenship Behavior (Ocb)	
11	Parashakti, R. D., Rizki, M., & Saragih, L (2016)	Organizational culture has a significant effect on employee innovative behavior	Culture has a positive and significant influence on individual behavior	Transformation leadership and organizational culture have a significant effect on employee innovative behavior.

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature studies or library research. Reviewing literature books in accordance with the theories discussed, especially in the scope of Human Resource Management (HRM). However, analyzing reputable scientific articles and also scientific articles from not reputable yet journals. All scientific articles cited are sourced from Mendeley and Google Scholar. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (H. Ali & Limakrisna, 2013). In the next stage, it will be discussed in depth in the section entitled "Related literature" or "Review of literature", as the basis for formulating hypotheses and in the final stage, these two literature will be the basis for making comparisons with the results or findings revealed in the study, (H. Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Individual Characteristics Affect Individual Behavior

Character is the attitudes and actions taken by humans, while the attitudes and actions of a person are human in expressing personality. Individual character can be owned by someone if in dealing with a job, if someone has a good character, then individual behavior can be said to be good. Thus, individual values or characters can be formed properly so that they can work well. Previous research that examines the relationship and influence of individual characteristics on individual behavior is research by:

Work Culture Affects Individual Behavior

Work culture is an important factor, because it is able to change the attitudes and behavior of individuals who become human resources to achieve work productivity. Work culture has a view of life as values, habits continue to be attitudes and behaviors to achieve a good individual work. Anthropological theory explains that a person's behavior is influenced by his social environment. In a wider context, the social environment that influences a person's behavior in it includes culture, subculture, and social class. Previous research that examined the relationship and influence of individual characteristics on individual behavior was research by: Parashakti, R. D., Rizki, M., & Saragih, L (2016), Asbari Et Al., (2019), (Mawo, Thomas, 2017)

Workload Affects Individual Behavior

Workload is a level of activity from a job in a certain amount of time, and must be completed by an individual, person or group. In everyday life the workload must be completed within a predetermined time, when individuals have low work demands, we can see that they have good behavior, if they have high work pressure, individuals have a tendency to run away in the face of a job. Previous research that examined the relationship

and influence of workload on individual behavior was research by: Benedita, R. (2018), Demur Et Al., 2019.

Individual Behavior Affects Organizational Citizenship Behavior

Behavior is a way of acting and seeing a person's behavior. Each individual behaves when there is a stimulus and has a specific goal. Behavior towards the target, arises because there is a stimulus and all behavior has a cause. In a job or organization, behavior becomes an attitude in carrying out work. Previous research that examines the relationship and influence of individual behavior on organizational citizenship behavior is research by: Putra, R. B., & Fitri, H. (2021).

Individual Characteristics Affect Organizational Citizenship Behavior

OCB behavior can be developed in each individual through the development process that receives. Therefore, OCB can grow not only based on individual behavior, but from the acceptance process of the individual within the organization. Organizational citizenship behavior is a commendable act of organizational members. This OCB attitude is implemented in the form of actions that are carried out sincerely and selflessly to voluntarily give their best performance in order to advance the organization, (Nahar Maganda Saragih, 2020). From the explanation above, it can be concluded that relatively not many researchers have studied the relationship and influence of individual characteristics with organizational citizenship behavior. Previous research that examined the relationship and influence of individual behavior on organizational citizenship behavior was research by Saragih, N. M. (2020), Anwar, C., Titisari, P., & Desia Prajitiasari, E. (2014).

Work Culture Affects Organizational Citizenship Behavior

Work culture is a philosophy based on a view of life as values that become the nature, habits and driving force, entrenched in the life of a community group or organization, then reflected from attitudes into behavior. Work culture describes a behavior that reflects honesty and ethics when an individual or organization is working. The work culture must have roots and have values that are the basis for all employees. Previous research that examined the relationship and influence of individual behavior on organizational citizenship behavior was research by: Husodo, YRP (2018), Dewanggana, BD, Paramita, PD, & Haryono, AT (2016), Rahayu, ES (2017), Suparjo, DPRR (2016).

Workload Affects Organizational Citizenship Behavior

Workload is work carried out with job descriptions that should be completed within a certain time limit (Tarwaka, 2011: 106). Meshkati's opinion in Zaki and Marzolina (2016) regarding workload as a comparison of employees' abilities with job demands, which means that if employees have higher work abilities than job demands, they will feel bored, on the contrary if employees' abilities are lower than job demands, a feeling of fatigue will arise. n more. Previous research that examined the relationship and influence of individual behavior on organizational citizenship behavior was research by: (Afuan et al., 2020), Fadhillah, A., Abdurrahman, D., & Assyofa, A. R. (2019).

Conceptual Framework

Based on the formulation of the problem, theoretical review, relevant previous research and discussion of the influence between variables, the conceptual framework in this article is as follows;

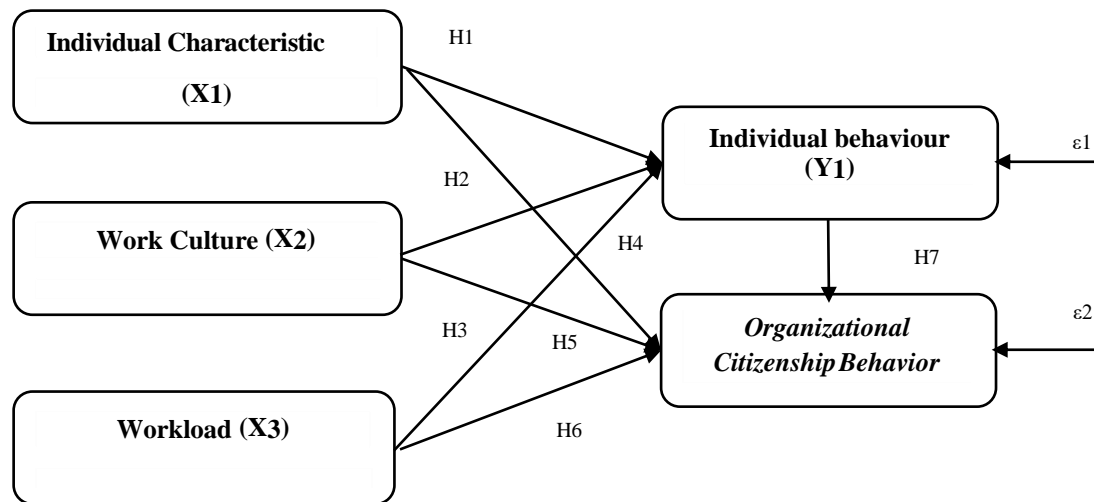


Figure 1: Conceptual Framework

In the conceptual framework above, it is known that 3 exogenous variables are individual characteristics (X1), work culture (X2) and workload (X3) which have a relationship and influence on individual behavior (Y1) Organizational Citizenship Behavior (Y2) both directly and indirectly. direct. However, from the above model there are still factors that are also able to influence and identify individual behavior and OCB directly or indirectly, such as:

- 1) Gender (X4): Damayanthi, P. D. A., & Juliarsa, G. (2016), Hutahahean, M. U. B., & Hasnawati, H. (2015);
- 2) Interest (X5): Suharyat, Y. (2009), Dyanrosi, A. (2015);
- 3) Economic (X6): Wirawan, Y. R. (2017). Purwati, A. (2011);
- 4) Knowledge: (Desfiandi et al., 2017), (Prayetno & Ali, 2020), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), and (Toto Handiman & Ali, 2019).
- 5) Motivation: (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016), (Aima et al., 2017)

CONCLUSIONS AND SUGGESTIONS

Conclusions

This research can be concluded that:

- 1) Individual characteristics affects individual behaviour
- 2) Work culture affects individual behaviour
- 3) Workload affects individual behavior
- 4) Individual behavior affects organizational citizenship behavior
- 5) Individual characteristics affect organizational citizenship behavior
- 6) Work culture affects organizational citizenship behavior
- 7) Workload affects organizational citizenship behavior

Suggestions

Based on the conclusions above, it can be suggested that there are many other factors that influence individual behavior and organizational citizenship behavior at all types and levels of the organization, therefore further studies are needed to complement what other factors can influence individual behavior. and extra-role behavior (OCB) in the future.

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