



## **DETERMINATION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND PERFORMANCE: ANALYSIS OF JOB SATISFACTION AND WORK ENVIRONMENT (LITERATURE REVIEW OF HUMAN RESOURCE MANAGEMENT)**

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**Abstract:** This study aims to determine the effect of job satisfaction and work environment on Organizational Citizenship Behavior (OCB) and performance. This research is a case study on the State Civil Apparatus (ASN). Performance is an important factor for ASN for service satisfaction to the community, therefore OCB needs to be owned by ASN because OCB is believed to be interrelated with employee performance. This research was conducted to build hypotheses that are useful for further research. This article reviews the variables that affect OCB and performance. The result of this library research article is that job satisfaction and work environment affect OCB and ASN performance.

**Keywords:** OCB, Performance, Job Satisfaction and Work Environment

### **INTRODUCTION**

Human Resources (HR) is a very valuable asset in achieving organizational success. Improving the effectiveness of HR in the organization is a necessity. HR plays an important role in the organization including the planning, implementation, and control stages of the organization. HR is an asset that has feelings and desires. All potential human resources affect efforts to achieve organizational goals, because without human resources it will be difficult for the organization to achieve goals.

Each HR has different abilities and experiences that cause individual performances to differ from one individual to another. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara in Juniarta et al., 2017). Organizational performance in achieving goals is determined by individual performance collectively. Extra roles of individuals affect organizational performance, but these extra roles cannot be required. OCB is a term that is defined as behavior that benefits the organization. OCB is individual behavior that is free (discretionary), which is not directly rewarded by the formal reward system, and overall encourages the effectiveness of organizational functions. (Organs in Juniarta et al., 2017). OCB is voluntary to help and perform tasks outside the contract with the organization. OCB can affect organizational performance in achieving organizational goals.

There are factors that affect OCB and performance, including job satisfaction, which is a positive feeling about one's work which is the result of evaluating its characteristics.(Robbins & Judge in Priyadi et al., 2020)and work environment. The work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious working relationships, dynamic work climate, career opportunities, and adequate work facilities.(Mangkunegara in Dharmawan et al., 2012). An unsatisfactory work environment can reduce morale and ultimately reduce employee productivity(Ahyari in Dharmawan et al., 2012).

This research begins with the condition of limited facilities in the form of State Property (BMN) in several offices and the geographical condition of the office which is far from the provincial capital and the mode of transportation is still limited with relatively expensive costs. There are ASN working in the same office for a relatively long time and have not had the opportunity to transfer to another area. Many factors affect performance and OCB including job satisfaction and work environment. This article analyzes the effect of job satisfaction and work environment on OCB and performance, a study of the HR Management literature.

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

- 1) Does job satisfaction affect Organizational Citizenship Behavior?
- 2) Does the work environment affect Organizational Citizenship Behavior?
- 3) Does job satisfaction affect performance?
- 4) Does the work environment affect performance?
- 5) Does Organizational Citizenship Behavior affect performance?

## LITERATURE REVIEW

### Organizational Citizenship Behavior (OCB)

OCB as individual behavior that is independent (discretionary), which is not directly or explicitly rewarded by the formal reward system and which overall encourages the effectiveness of organizational functions.(Organs in Juniarta et al., 2017). OCB induces voluntary behavior and helps others. This OCB is free and voluntary because such behavior is not required by role requirements or job descriptions that are clearly required by contract with the organization, but as a personal choice.(Davis in Juniarta et al., 2017).

OCB is employee behavior beyond what is standardized by the company(Krietner et al. in Lestarinintyas, 2016). OCB elicits helpful and voluntary behavior in the workplace. The OCB dimension consists of three components (Bolino et al. in Darsana et al. 2021):

- a) Obedience, that is, employees show their obedience through their willingness to respect organizational rules, procedures and instructions. Behavior that reflects compliance in the organization is demonstrated by punctuality in coming to work, timely completion of tasks, and management actions against organizational resources or assets.
- b) Loyalty, namely employees show their loyalty to the organization when they want to suspend their personal interests for the benefit of the organization and to show and defend the organization.
- c) Participation, namely employees show their full responsibility by being involved in all aspects of organizational life, always following information on organizational developments, providing creative and innovative suggestions to colleagues, preparing problem solving before being asked, and trying to get additional training to improve their performance.

There are five primary components of OCB (Organ in Darsana et al., 2021) are:

- a) Altruism is the behavior of helping other employees without coercion on tasks closely related to organizational operations.

- b) Civic virtue is behavior that indicates that employees are responsible, participate and pay attention to the life of the organization, manifested by individual actions in providing constructive suggestions about improving the effectiveness of team performance, including active attendance to participate in activities held by the organization.
- c) Conscientiousness is behavior that meets or exceeds the minimum requirements of the role desired by the organization, manifested by arriving on time, not spending time doing unnecessary things, working with high accuracy, and so on.
- d) Courtesy is behavior that aims to prevent work problems with colleagues or within the organization, manifested by the attitude of employees who take into account the advice or considerations of other employees or superiors before acting as well as providing important information they have in order to solve problems.
- e) Sportsmanship is a behavior that views the organization in a positive direction rather than in a negative direction, manifested by not complaining about less than ideal conditions without making complaints that can bring down the organization in the eyes of the community.

OCB components according to Scotter et al. in Darsana et al. (2021), consists of two:

- a) Interpersonal facilitation, which contains the dimensions proposed by Organ (1988), namely altruism and courtesy.
- b) Job dedication, in which there is an element of resilience to complete their respective tasks and contains dimensions as expressed by Organ (1988), namely sportsmanship, civic virtue, and conscientiousness.

This OCB has been studied by many previous researchers, including: (Tan, 2017), (Priyadi et al., 2020), (Febriani, 2018), (Atikah, 2020), (Perwirasari, 2019), (Simangunsong, 2020), (Lestaringtyas, 2016), (Herminingsih, 2012), (Suhardi, 2019).

## Performance

Performance is the result of work achieved by an individual that is adjusted to the role or task of the individual in a company for a certain period, which is linked to a measure of value or a certain standard of the company where the individual works (Judge in Darsana et al., 2021). According to Singh et al. in Darsana et al. (2021), stated that performance is the result of work carried out by employees in accordance with the objectives to be achieved in the work done.

Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (Nawawi in Darsana et al., 2021). Performance indicators include quantity of work, quality of work, punctuality, effectiveness, and independence (Robbins in Darsana et al. 2021). Dimensions of performance According to Mondy et al. in Darsana et al. (2021) are:

- a) Quantity of work is related to the volume of work that an employee can do.
- b) Quality of work is related to the accuracy and accuracy of work results.
- c) Initiative, which is related to the desire to progress, be independent, and take full responsibility for his work.
- d) Adaptability is related to the ability of employees to respond and adapt to changing circumstances.
- e) Cooperation is related to the ability and willingness to cooperate with leaders and fellow co-workers.

Flippo in Darsana et al. (2021), suggests that there are four aspects of performance dimensions:

- a. Quality of work is the quality of work that is measured by accuracy, accuracy, skill, neatness and at least errors in carrying out the work.

- b. Quantity of work is the quantity of work that is measured based on the speed and volume of work produced.
- c. Dependability is related to compliance with instructions, work initiatives and the habit of maintaining work safety.
- d. Attitude is related to the positive attitude of employees towards the institution and their work, as well as being able and willing to cooperate with fellow co-workers.

This performance has been studied by many previous researchers, including: (Marjaya & Pasaribu, 2019), (Elizar & Tanjung, 2018), (Hasibuan, 2018), (Rasminto et al., 2020), (Isyanto, 2019), (Jufrizen & Sitorus, 2021), (Abrar, nd).

### **Job satisfaction**

Job satisfaction as an individual's general attitude towards his work (Robbins in Sudiro, 2018). Meanwhile, according to Werther et al. in Sudiro (2018), suggests that job satisfaction is a set of employee feelings about whether or not their work is enjoyable. Rivai in (Jufrizen & Sitorus, 2021), stated that job satisfaction is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company.

There are six factors that influence job satisfaction according to Bedeian et al. in Sudiro (2018), namely life satisfaction, economic factors, skill variations, job feedback, task identity, and task significance. Research Frone et al. in Sudiro (2018), supporting job satisfaction and family satisfaction are interrelated and influence. Factors that affect job satisfaction are job pressure, job involvement, and work family conflict (Frone et al. in Sudiro 2018). In addition, the research of Bedeian et al. (1982), job satisfaction is measured by the core dimensions found by Hackman et al. in Sudiro (2018), includes skill variations, economic factors, job feedback, identity and task significance. There are five aspects of job satisfaction, namely salary, promotion, co-workers, supervision, (Nugraheni in Aisyah, 2020), as follows:

- a. Job satisfaction will provide opportunities for employees to learn and be responsible for doing work.
- b. Satisfaction in the form of work wages will be formed if the honorarium received is in accordance with the workload.
- c. Promotion is a form of appreciation for employees in the organization.
- d. Satisfaction in the supervision carried out by the leader by paying attention, advising, helping work, and good communication.
- e. Satisfaction with co-workers in the form of harmonious relationships, friendship, and mutual assistance will create a conducive situation.

Job Satisfaction has been studied by many previous researchers, including: (Priyadi et al., 2020), (Perwirasari, 2019), (Nabawi, 2020), (Siagian & Khair, 2018), (Ardiansyah & Lukitasari, 2021), (Winarno & Juariyah, 2016), (Jayanti & Yuniawan, 2015), (Lestaringintyas, 2016).

### **Work environment**

The work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious working relationships, dynamic work climate, career opportunities, and adequate facilities. (Mangkunegara in Dharmawan et al., 2012). According to (Sedarmayanti in Dharmawan et al., 2012), stated that the work environment can be in the form of physical office conditions which include lighting, air temperature, and others that can improve a conducive atmosphere and work spirit and affect employee performance.

The work environment is everything that is around the worker, which can affect him in carrying out his duties (Nitisemito in Dhermawan et al., 2012). The work environment in the organization is important to note, because a good work environment will improve employee performance, and vice versa if the work environment is bad it will reduce the performance of employees working in the organization.

Work environment indicators according to Sedarmayanti in (Nabawi, 2020) are lighting, air temperature, noise, use of color, space required, work safety and employee relations. Sutrisno (2010), suggests several indications of the work environment, namely the place of work, facilities and tools that help in work relationships, individual relationships, tranquility, lighting and cleanliness.

The work environment has been studied by many previous researchers, including: (Elizar & Tanjung, 2018), (Hasibuan, 2018), (Rasminto et al., 2020), (Manihuruk & Tirtayasa, 2020), (Nabawi, 2020), (Saleh & Utomo, 2018).

**Table 1: Previous research**

| No | Author (year)             | Previous Research Results   | Equation with this article                              | Difference with this article   |
|----|---------------------------|---|---|--|
| 1  | Hesti (2020)              | Job satisfaction and organizational commitment have a positive effect on OCB.   | Job satisfaction has an effect on OCB.                  | Job satisfaction and work environment have a positive effect on OCB & performance. |
| 2  | Tan & Tarigan (2017)      | Compensation and job satisfaction have a positive and significant effect on OCB and motivation.   | Job satisfaction has an effect on OCB.                  | The work environment has a positive effect on OCB & performance.                   |
| 3  | Priyadi et al. (2020)     | Job satisfaction and organizational commitment have a positive and significant effect on OCB, while job insecurity has no effect on OCB.  | Job satisfaction has an effect on OCB.                  | The work environment has a positive effect on OCB & performance.                   |
| 4  | Lestariningsyias (2016)   | Job satisfaction has no significant effect on OCB, job satisfaction has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on OCB, organizational commitment mediates the effect of satisfaction on OCB.           | OCB has an effect on performance.                       | Job satisfaction and work environment have a positive effect on OCB & performance. |
| 5  | Winarno & Juariyah (2016) | The level of job satisfaction and OCB is in the very high category, job satisfaction has a positive and significant effect on OCB, job involvement has a positive and significant effect on OCB.  | Job satisfaction has an effect on OCB.                  | The work environment has a positive effect on OCB & performance.                   |
| 6  | Jayanti & Yuniawan (2015) | Self Actualization and job satisfaction have a positive and significant effect on OCB, OCB has a positive and significant effect on performance, Self Actualization has a positive and significant effect on performance, job satisfaction has a positive and significant effect on performance | Job satisfaction has an effect on employee performance. | Work environment and job satisfaction have a positive effect on OCB & performance. |
| 7  | Juniartha et al. (2016)   | Transformational leadership has no effect on OCB, transformational  | Job satisfaction has an effect on OCB.                  | Work environment and   |



|    |                           |  |  |  |
|----|---------------------------|--|--|--|
|    |                           | leadership has a positive effect on trust in superiors and job satisfaction, trust in superiors and job satisfaction has a positive effect on OCB.   |  | job satisfaction have a positive effect on OCB & performance.                      |
| 8  | Jufrizen & Sitorus (2021) | Work motivation has a positive and significant effect on work discipline and performance, job satisfaction has a positive and insignificant effect on performance, work discipline has a positive and significant effect on performance, work discipline cannot mediate or mediate the effect of work motivation on performance, work discipline can mediate the effect of satisfaction work on performance. | Job satisfaction has a positive effect on performance.                       | Work environment and job satisfaction have a positive effect on OCB & performance. |
| 9  | Nabawi (2019)             | Partially the work environment, job satisfaction, and workload have no significant effect on employee performance.   | Job satisfaction has an effect on performance.                               | Work environment and job satisfaction have a positive effect on OCB & performance. |
| 10 | Herminingsih (2019)       | The level of spirituality and OCB of employees is at a good level, job satisfaction is at a moderate level, spirituality has a positive and significant effect on job satisfaction and OCB, but job satisfaction has no significant effect on OCB.   | Job satisfaction has an effect on OCB.                                       | Work environment and job satisfaction have a positive effect on OCB & performance. |
| 11 | Hasibuan & Bahri (2018)   | Leadership has a positive and significant effect on performance, work environment has a positive and significant effect on performance, work motivation has a positive and significant effect on performance, leadership, work environment and work motivation have a positive and significant effect on performance.  | The work environment has a positive effect on performance.                   | Work environment and job satisfaction have a positive effect on OCB & performance. |
| 12 | Dhermawan et al. (2012)   | Motivation and work environment have an insignificant effect on job satisfaction, competence and compensation have a significant effect on job satisfaction, motivation and competence have no significant effect on performance, while work environment, compensation and job satisfaction have a significant effect on performance.  | Job satisfaction and work environment have a positive effect on performance. | Work environment and job satisfaction have a positive effect on OCB & performance. |
| 13 | Suhardi (2019)            | Work motivation has a significant effect on OCB, work motivation has a significant effect on performance, competence has a significant effect on performance, work environment has no significant effect on performance, compensation has no significant effect on performance, OCB has a significant effect on performance.   | The work environment affects OCB & Performance.                              | Job satisfaction has a positive effect on OCB & performance.                       |
| 14 | Abrar & Isyanto (2019)    | OCB has a positive effect on performance.  | OCB has a positive effect on performance.                                    | Job satisfaction and work environment have a positive                              |

|    |               |  |  | effect on OCB & performance.                                     |
|----|---------------|--|--|--|
| 15 | Atikah (2020) | Organizational commitment, job satisfaction, and organizational culture simultaneously increase OCB. Job satisfaction partially has a positive and significant effect on OCB. Meanwhile, organizational commitment and organizational culture have no significant effect on OCB. | Job satisfaction has a positive and significant effect on OCB. | The work environment has a positive effect on OCB & performance. |

## RESEARCH METHOD

The writing method used in this scientific article is a qualitative method and literature review. By examining theory and the relationship or influence between variables from books and journals that are in accordance with the research ideas raised and scientific articles from journals sourced from Mendeley, Scholar Google and other online media. In qualitative research, literature review must be used consistently with methodological assumptions, meaning that it must be used inductively so that it is not oriented to the questions posed by the researcher.

## FINDINGS AND DISCUSSION

This article is structured to analyze the work environment and job satisfaction that affect OCB and performance. OCB and good employee performance will assist the organization in achieving the goals that have been set.

### The Effect of Job Satisfaction on Organizational Citizenship Behavior.

Job satisfaction is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Rivai in Jufrizen & Sitorus, 2021). Job satisfaction of each individual is different. This difference occurs because of job satisfaction between individuals with each other according to the value system of each individual. Job satisfaction is a person's favorable or unfavorable emotional state in viewing their job (Handoko in Jayanti & Yuniawan, 2015). Job satisfaction has a positive effect on OCB stated by Sunaryo and Suyono (2013) in (Juniartha et al., 2017). When employees feel satisfied with the work they do, then these employees will work optimally in completing their work, even doing some things that may be outside their duties (Luthans in Priyadi et al., 2020).

Job satisfaction is the impact of the implementation of work carried out by employees. Job satisfaction is an assessment, feeling, or attitude of a person or employee towards his work and the relationship with the work environment, type of work, compensation, relationships between co-workers, social relations at work, and so on (Priyono, 2010). Job satisfaction has a positive effect on OCB. This is reinforced by the results of OCB research which has been widely studied by: (Priyadi et al., 2020), (Winarno & Juariyah, 2016), (Juniartha et al., 2017).

### Effect of Work Environment on Organizational Citizenship Behavior.

The work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned to them (Sunyoto in Suhardi, 2019). The work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work (Sutrisno in Suhardi, 2019). The work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious working relationships, dynamic work climate, career opportunities, and adequate facilities. (Mangkunegara in Dharmawan et al., 2012). The work

environment can be in the form of physical office conditions which include lighting, air temperature, and others that can increase a conducive atmosphere and work spirit and affect employee performance.(Sedarmayanti in Dharmawan et al., 2012). In accordance with the opinions expressed by these experts, it can be concluded that a good work environment can increase a conducive atmosphere and work spirit which will have an impact on OCB. The work environment has a positive influence on OCB, this theory is strengthened by the results of several previous studies including:(Suhardi, 2019),(Nurhayati et al., 2016)

### **The Effect of Job Satisfaction on Performance.**

Rivai in(Jufrizen & Sitorus, 2021), stated that job satisfaction is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Job satisfaction is a person's feelings and assessments of his work, especially regarding his working conditions, in relation to whether his work is able to meet Umar's expectations, needs, and desires in(Nabawi, 2020). Job satisfaction is an emotional feeling in the form of pleasant or unpleasant feelings felt by employees about their work and its indicators.

Job satisfaction is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company(Rivai in Jufrizen & Sitorus, 2021). The better the job satisfaction of employees, the positive impact on performance, because although job satisfaction between employees is different from one another, the assessment is in the direction of a positive assessment, namely work performance. Job satisfaction is a reflection of employee attitudes towards their work. Job satisfaction will be seen in employees as a positive attitude that can improve performance. Job satisfaction is a positive emotional state and evaluates one's work experience(Mathis & Jackson in Nabawi, 2020).Koesmono's research in(Jayanti & Yuniawan, 2015)explained that the variable job satisfaction has a positive and significant effect on employee performance. This theory is in line with the results of other studies suggesting that job satisfaction has a positive effect on performance, research by:(Nabawi, 2020),(Dhermawan et al., 2012),(Jayanti & Yuniawan, 2015).

### **Effect of Work Environment on Performance.**

The work environment is everything that concerns the physical and psychological aspects that will directly or indirectly affect employees(Wursanto in Nabawi, 2020). According to this theory, it shows that the work environment is closely related to performance. A good work environment will optimize employee performance. Moreover, what is affected is not only in terms of physical but psychological aspects which will greatly interfere with employee performance if disturbed. If employees are disturbed in carrying out their duties and work, it will result in a decrease in individual performance which results in a decrease in organizational performance. The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and groups.(Mangkunegara in Nabawi, 2020).

The work environment is one of the important things to pay attention to because it can affect the performance of employees at work, both from the technical and social aspects(Nabawi, 2020). With a good and adequate work environment, employees will find it easy to complete the tasks assigned to them. In line with the theory of experts, in research(Nabawi, 2020)suggests simultaneously the work environment has a significant effect on employee performance.



The results of this study are supported by other studies which suggest that the work environment affects performance, which were carried out by:(Suhardi, 2019),(Dhermawan et al., 2012).

### Effect of Organizational Citizenship Behavior on Performance.

OCB is the behavior of a satisfied employee, tends to speak positively about the organization, helps other individuals, and exceeds normal expectations in their work.(Robbins and Judge Suhardi, 2019). Employees who have OCB will have a sense of volunteerism and help other employees in carrying out their job duties, by having OCB, employees carry out an activity that is not described and voluntarily.

OCB as individual behavior that is free (discretionary), which is not directly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions (Organ in Darsana). Employees with high OCB have an important role in organizational performance. This is because OCB will affect employees in carrying out their duties voluntarily to their organization, so that it will create the effectiveness of the organizational functions in it.

OCB has an effect on performance. Performance is the result of the achievement of the efforts that have been made which can be measured by certain indicators(Mas'ud in Jayanti & Yuniawan, 2015). In line with the theories of these experts, research(Jayanti & Yuniawan, 2015)proves that OCB has a positive and significant effect on employee performance. Other studies that examine the effect of OCB on performance:(Suhardi, 2019),(Dhermawan et al., 2012).

### Conceptual Framework

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

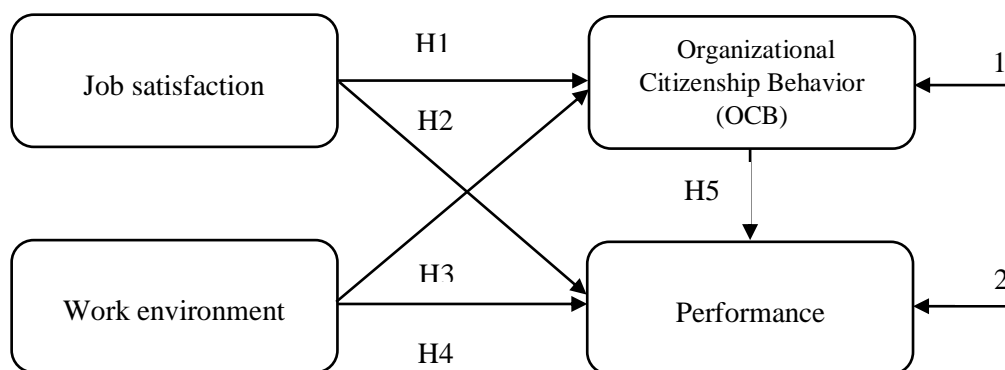


Figure 1: Thinking Framework

Based on the theoretical review and review of relevant research results and the conceptual framework picture above, then: Job Satisfaction and Work Environment affect OCB and Performance either directly or indirectly.

Apart from the Job Satisfaction and Work Environment variables that affect OCB and Performance, there are still many other variables that influence it, including the following variables:

- 1) Motivation:(Dhermawan et al., 2012),(Jufrizen & Sitorus, 2021),(Febriani, 2018),(Suhardi, 2019),(Riyanto, Sutrisno, 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)

- 2) Competence:(Suhardi, 2019),(Ansori & Ali, 2017), and(Ridwan et al., 2020)
- 3) Leadership:(Juniartha et al., 2017),(Maabuat, 2016),(Limakrisna et al., 2016),(Bastari et al., 2020),(Anwar et al., 2020),(Ali et al., 2016),(Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017),(Chauhan et al., 2019),(Elmi et al., 2016)
- 4) Organizational commitment:(Aisha, 2020),(Limakrisna et al., 2016),(Harini et al., 2020),(Prayetno & Ali, 2017),(Riyanto, Yanti, et al., 2017), and(Masydzulhak et al., 2016)
- 5) Self-Actualization:(Jayanti & Yuniawan, 2015)
- 6) Organizational culture:(Atikah, 2020),(Harini et al., 2020),(Limakrisna et al., 2016),(Purba et al., 2017),(Brata et al., 2017),(Elmi et al., 2016)

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the relevant articles and discussions, a hypothesis can be formulated for further research:

1. Job Satisfaction has an effect on OCB.
2. Work Environment has an effect on OCB.
3. Job Satisfaction has an effect on performance.
4. Work Environment has an effect on Performance.
5. OCB has an effect on performance.

### Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other variables that affect OCB and performance, apart from OCB and performance at all types and levels of organizations or companies, therefore further studies are needed to look for factors What other factors can influence OCB and performance other than those examined in this article, such as: Motivation, Competence, Leadership, Organizational Commitment, Self-actualization, and Organizational Culture.

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