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Organizational Citizenship Behavior as Antecedents and Outcome In Era Technology

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Abstract. The paper aims to discuss the concept of Organizational Citizenship Behavior (OCB), as an antecedent of Organizational Justice (OJ), and the consequences of Organizational Performance (OP). The method used is to review theories and relevant literature to reconstruct propositions of the possible influence of the four dimensions of OJ. The dimensions are distributive Justice, Procedural Justice, interpersonal Justice, and informational Justice to OCBI and OCBO, as well as their consequences on organizational performance. The results of the study propose propositions from the OJ dimension, namely the distribution of Justice, Procedural Justice, interpersonal Justice, and informational Justice can influence OCB Individual and Organizational OCB. They can have an impact on organizational performance.

1. Introduction

In the era technology and globalization, organizations always try to achieve excellence through the quality of their services, both internal and external. The achievement of this excellence is carried out through the in-role and extra-role behaviour of its employees. This extra-role behaviour is known as Organizational Citizenship Behavior (OCB), which is the helpful attitude of employee staff to colleagues, both old and new staff, best interest in the organization, and providing many ideas for organizational development. [1] state, that OCB will result in increased individual and organizational development, where the result is organizational performance. OCB refers to discretionary contributions or discretionary, unsolicited behaviour from members by the organization that employs them. The policy qualification contains ideas, where OCB behaviour is not part of the job description or a dimension of job requirements [2]. [3] states that many of the members of the organization help their colleagues and mentor new employees, go beyond attendance and punctuality levels, and even go to great lengths to protect organizational assets. The organization will receive greater operating efficiency, superior productivity, and higher customer satisfaction, as well as better financial results, compared to companies where employees have fewer OCB behaviours.

OCB in the organization will enrich individual and organizational performance. Individual performance can be obtained with higher productivity, job satisfaction, rewards and recognition, career development, and innovation. The organizational performance obtained is climate, commitment, culture, and higher organizational performance [1]. Employees who exhibit OCB, tend to engage in other sensitive behaviours such as, learning, innovation, high-quality relationships with supervisors and subordinates in promoting performance [4]. Research conducted by [5], found that OCB affects the performance of construction industry employees in Ghana. [6], researched in India on the health industry and added the

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findings that OCB affects job performance. In addition to individual and organizational performance, OCB in [7], OCB also proved to affect team performance. Meanwhile, [8]states that the consequences of OCB are at the individual, group, and organizational level.

The explanation above explains OCB as an antecedent of organizational performance, both individual, team and organizational performance. Apart from being an antecedent, OCB also has a role as an outcome or consequence of other variables. The empirical findings of OCB as an outcome were produced by [9], with job characteristic and job satisfaction variables, [10] study, with perceived person-organization fit, perceived person-job fit, organizational commitment. Variables of transformational leadership, organizational climate[11], Perceived organizational support, Organizational Identification, Leader-Member Exchange [12], and organizational justice [13], [14]; [15]. [16]; [17]also made OCB an outcome.

The author chose OJ as the antecedent of OCB. OJ was chosen because the issue of fairness in the organization is an important matter for both management and employees. The effectiveness of an organization and its leaders can be seen through intelligence, job satisfaction, perceptions of Justice felt by subordinates, leader support, and organizational commitment [18]. Even within the organization, OJ and OCB have grown together [19]. Besides, OJ is considered a determining factor for employee happiness, which creates a balance between work and personal life when employees get support from the organization [20]. [21], states that the theory of Justice can be used as a motivational model that explains how people seek Justice and Justice in social exchange. In the workplace, an employee often conducts evaluations and has a feeling of equality with other employees, and sees whether he receives adequate compensation according to the contributions made to the company. Employees evaluate by comparing the fairness they feel with others who are considered comparable. Studies[22], [15], [23], [24]have found that there is a positive and significant relationship. between organizational Justice and OCB. Meanwhile, [17], [25]found the opposite result where organizational Justice (OJ) has no relationship with OCB.

This paper aims to provide a conceptual framework, OCB as an antecedent of performance and as an outcome of OJ. The reason the authors make OCB an object is because OCB research can be applied across fields of science. A search on Willey online in 2020, there were 51 subjects or fields of science that presented articles about OCB. The results of a literature search on the Emerald Insight database for 2010 - 2020, found more than 1000 articles about OCB, the database on the Elsevier publisher for 2015 - 2020 contained more than 1000 articles, and Wiley online from 2015 - 2020 found 16,642 articles. Besides, OCB is an essential thing in an organization, but its existence is difficult to establish in the organization formally. A lockdown policy followed the occurrence of the Covid 19 pandemic around the world; large-scale social restrictions made human resource management patterns change. The strategy of working from home, reducing working hours, dividing employees into work shifts requires an extra-role from employees to help each other, work together to solve the demands of job responsibilities. The effectiveness of achieving organizational performance in these conditions requires OCB behaviour from employees shows that OCB is still very important to be studied in the future. What distinguishes it from the previous article is that the OCB in the article focuses on individual OCB and organizational OCB. In contrast, in the previous article, it discussed OCB as a whole.

Literature Review
Organizational citizenship behaviour (OCB)

OCB was first raised by [26], with the basic idea that an organization is a system of cooperation. Furthermore, OCB is described as something indispensable, where people are willing to contribute to the cooperation system. A person shows willingness through a sense of solidarity, esprit de corps, and loyalty. OCB can be defined as a set of behaviours that support or enhance the organizational cooperation system, but are not systematically recorded in the formal system of the organization, or are bound consistently and receive special rewards [27]. OCB is a type of discretionary and contributory behaviour that is not explicitly linked to specific job requirements, which logically assumes that such specific requirements exist, are known, and may be documented.

OCB has two categories, namely Individual OCB (OCBI), which is OCB behaviour that is directed interpersonal and indirectly benefits or benefits the individual, and Organizational OCB (OCBO) which benefits the organization as a whole. [28]. [29], also categorized OCB in two forms, namely Affiliate-oriented OCB Individual (OCBI), and Affiliate-oriented OCBO and challenges as shown in Table 1.

Table 1. Types of OCB

Type	Affiliation Oriented	Challenge oriented	Neither
OCB I	Interpersonal helping Altruism Altruism to colleague Courtesy Peacekeeping Cheerleading Interpersonal facilitation Interpersonal harmony		
OCB O	Organizational loyalty Loyal boosterism	voice Making constructive suggestions	Conscientiousness Individual Initiative
	Organizational identification Endorsement, support, and defence Spread of goodwill	civic virtue principled dissent Advocacy participation	Personal Industry Job dedication Voluntary performance of task activities
	Promotion of company image	Organizational participation	Self-development
	Sportsmanship Compliance Organizational obedience Protection of company resources Compliance to organizational rules and procedures Civic virtue	Issue selling Taking charge	Self-training Career development Innovation

Source: [29]

Organizational Justice

Justice is with how rewards and punishments are collectively distributed incorporate social relationships, and about how people manage these relationships with one another. Justice is central to human relationships and affairs, where they care deeply about their perceived perceptions of how they are treated by others [30] In a review [31], about OJ, for six decades (1950 and beyond), OJ first crossed the divergence path to evolve from a one-dimensional construction. Distributive Justice to a two-dimensional construct, namely Distributive Justice and Procedural Justice. The next stage of the construct, namely Distributive Justice, Procedural Justice, interactional Justice. The four-dimensional construct, where interactional Justice is categorized into interpersonal Justice and informational Justice. Distributive Justice, as described [32], is a form of Justice that is felt by individuals, from their assessment of resource allocation, the results obtained with the estimated contribution given. Distributive Justice that is felt by individuals in the organization can be maintained or pursued when the results obtained by individuals can be consistent with implicit norms for resource allocation and results [33].

Procedural Justice is described [34], as an individual's perception of Justice based on organizational procedures and policies. Furthermore, it is conveyed that procedural Justice is fostered in the organization, through voice during the decision-making process or the influence that exceeds the outcome.

Interactional Justice, refers to the quality of interpersonal care received by an individual [30]. Interactional Justice is fostered when decision-makers treat people with respect and sensitivity and explain the reasons for decision making as a whole [33]. Furthermore [33], developed a measurement scale for four dimensions of Justice by dividing interactional Justice into two dimensions, namely interpersonal Justice and informational Justice. Interpersonal Justice reflects the extent to which supervisors treat their subordinates with respect and dignity. Meanwhile, Informational Justice reflects the accuracy and timeliness of information provided by supervisors to subordinates regarding the implementation of procedures that produce specific ways of distributing results [33]. Alternatively, it can be said that informational Justice is related to the adequacy of the explanation given in terms of the timeliness, specificity and correctness of the information provided.

Organizational Performance
Performance is defined as the extent to which an organization as a social system can set goals and how to achieve them [35]. Meanwhile, according to [36], organizational performance is the organization's ability to achieve its goals by using resources efficiently and effectively. [37], defines organizational performance as the actual results or outputs of an organization as measured against the desired output of the organization.

2. Conceptual Framework
In the model or conceptual framework in Figure 1, the OCB domain consists of OCBI and OCBO. It is divided into four antecedents, namely from the dimensions of Organizational Justice, including Distributive Justice, Procedural Justice, Interpersonal Justice, and Informational Justice. Meanwhile, organizational performance is a consequence of OCBI and OCBO.
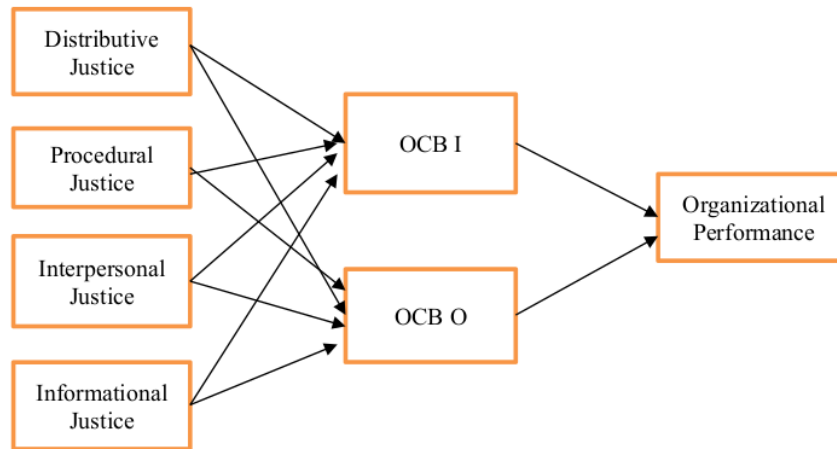

Figure 1. Conceptual Framework of Antecedents and Consequences of OCB

Empirical findings related to the positive relationship between OJ as a whole and OCB were produced by [22], [15], [13], and [16], found that OJ has a positive relationship with OCBI and OCBO. However, [17], found the opposite result where organizational Justice (OJ) has no relationship with OCB. Various propositions based on four antecedents and one consequence with OCBI and OCBO as mediating variables are depicted in Figure 1 and are described as follows.

Distributive Justice and OCB

Distributive Justice is a perception of Justice that is felt by individuals about resource allocation, the results they receive according to norms or rules in the organization. When an employee in the organization is treated fairly, they will give feedback to the organization by behaving extra. An employee measures Justice by comparing the outcomes or rewards obtained with the input or contribution he gives that he takes with the output he gets [38]. Empirical findings that examine the effect of distributive Justice on OCB are produced [13], [39] and the influence of DJ on OCB I and OCBO were found by [40]. Meanwhile [23], in their research, they found results where DJs did not affect OCBO but had an effect on OCBI. Based on the above explanation, the following prepositions are formulated:

Preposition 1: Distributive Justice has a positive relationship with OCBI
Proposition 2: Distributive Justice has a positive relationship with OCBO

Procedural Justice and OCB
Procedural Justice is a perception of Justice that is felt by someone related to procedures and policies in a company. If someone feels fairness in the processes and procedures until a decision is made, it will be able to generate extra behaviour towards the organization. The empirical findings examining the effect of PJ on overall OCB were carried out by [13], [39]. The positive influence of PJ on OCBI, but not affecting OCBO, was found by [23] and [40].

Proposition 3: Procedural Justice has a positive relationship with OCBI
Proposition 4: Procedural Justice has a positive relationship with OCBO

Interpersonal Justice and OCB
Interpersonal Justice is the perception that a person feels about how a person is treated with respect and dignity. The interactions that occur between a person and other people in a company will produce these perceptions. The workforce highly values interpersonal Justice or has a strong fairness orientation so that organizations can take steps to help foster these values [41]. If someone feels valued in their interactions, it can encourage someone to behave extra. Research that proves the relationship between interpersonal Justice and OCB has not been widely conducted. The empirical findings that have been produced are the relationship between interactional Justice and OCB, including the study of [13],[39]. Interactional justice relationship to OCBI and OCBO resulted [40]. [23], interactional Justice has a negative relationship with OCBI but has no relationship with OCBO. Studies [14] found that interpersonal Justice has a positive relationship with OCBI and OCBO, while the findings [42], Interpersonal Justice have a positive relationship with OCBO. Based on this, a preposition is formulated:

Proposition 5: Interpersonal Justice has a positive relationship with OCBI
Proposition 6: Interpersonal Justice has a positive relationship with OCBO

Informational Justice and OCB
Informational Justice, is the perception of Justice that is felt by a person. The availability of information, the adequacy of the explanation given in terms of timeliness, specificity, and the correctness of the information provided. As a basis for decision making and the implementation of work tasks, a person needs the availability, clarity and accuracy of information. A worker will give feedback with extra behaviour if they have Justice in the information they get. The empirical findings that examine the positive effect of informational Justice on OCBI and OCBO are carried out by [14], and studies [42] also find that informational Justice has a positive effect on OCBO. Based on this, the following prepositions were formulated.

Preposition 7: Informational Justice has a positive relationship with OCBI
Preposition 8: Informational Justice has a positive relationship with OCBO

OCB and Organizational Performance
The extra behaviour of a workforce will benefit the organization as a whole. The role of OCB in bridging differences and facilitating communication and coordination can be the most critical determinant of

organizational performance [43]. Various empirical findings have shown evidence that employees' OCB behaviour can drive organizational performance. Studies conducted by [44], [45] state that positively, OCB increases organizational performance to be higher. OCB also affects the sustainability of the overall organizational performance from financial, social, and environmental performance [46]. The results of an empirical review by [47], also found a correlation between OCB and group or unit performance, which indicates that OCB causes increased performance. Research in universities was also carried out to examine the effect of OCB levels, with the result that higher OCB levels result in higher work performance. In contrast, the essential components of OCB determining job performance are altruism and awareness [1]. Meanwhile, findings that indicate there is a positive relationship between OCBO and OP were generated [28]. Based on the above discussion, the following propositions are proposed:

Preposition 9: OCB1 has a positive relationship with Organizational Performance
Preposition 10: OCBO has a positive relationship with Organizational Performance

3. Managerial Implications

The extra-role behaviour performed by a workforce in the organization, or known as OCB, can be considered by managers as a behaviour-based strategy in improving the performance of individuals, teams, units and the organization as a whole. The experience that can be taken with the Covid Pandemic 19, where managers have to make changes in managing human resources, such as lockdown policies, work for home, work shifts require extra-role behaviour that must be carried out by the workforce. Although OCB is difficult or even cannot be formalized in an organization, OCB can be encouraged to form naturally. Fair treatment given by managers from the dimensions of Distributive Justice, Procedural Justice, interpersonal Justice and informational Justice, will foster a psychological sense in employees. A person will feel respected. Their rights are fulfilled so that, without being asked, their manager will contribute by behaving with an extra-role.

A better understanding of individual and group behaviour in the organization will help and make it easier for managers to establish specific steps in caring for their employees to achieve organizational performance and effectiveness. This conceptual paper can contribute to enriching the OCB literature by focusing on the consequences of the four dimensions of OJ as an antecedent of OCB (individual and organizational) and the consequences of OCB, namely organizational performance.

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