Identification of Factors Influencing Organizational Citizenship Behavior (OCB) among Healthcare Workers: A Systematic Literature Review

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ABSTRACT: Organizational Citizenship Behavior (OCB) refers to voluntary behaviors that play an important role in enhancing the effectiveness of healthcare services. However, various work-related pressures in healthcare facilities often lead to a decline in OCB. This study aims to identify factors influencing OCB among health workers using a Systematic Literature Review (SLR) approach following the PRISMA guidelines. Literature searches were conducted through Google Scholar, ScienceDirect, and Garuda databases, covering publications from 2015 to 2025. A total of 16 articles met the inclusion criteria and were analyzed thematically. The findings indicate that OCB is influenced by two main groups of factors: internal individual factors (job satisfaction, organizational commitment, emotional intelligence, optimism, work motivation, and quality of work life) and external organizational factors (transformational leadership, organizational culture and climate, perceived organizational support, leader–member exchange, workload, work stress, and emotional supervisor support). External factors were found to be more dominant than internal factors. These findings underscore the importance of organizational strategies in fostering supportive leadership and a positive work climate to enhance Organizational Citizenship Behavior among health workers.

KEYWORDS: Organizational Citizenship Behavior, health workers, influencing factors, systematic review

INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to employees' voluntary behaviors that go beyond formal job requirements and contribute to organizational effectiveness (Organ, 1988). In the context of healthcare services, OCB plays a crucial role because health workers are not only required to perform according to procedures but also to demonstrate empathy, cooperation, and concern for patients and colleagues. OCB serves as an important indicator of hospital success in creating humane and high-quality healthcare services.

However, in practice, OCB levels among health workers remain varied and have even tended to decline in recent years. A study by Sari and Nurhayati (2023) reported a 17% decrease in OCB levels among health workers in several hospitals in Indonesia compared to the pre-pandemic period. Globally, a report by the World Health Organization (2022) revealed that increasing work pressure and emotional burden in the healthcare sector have led to decreased motivation and prosocial behavior among medical personnel in many countries. This phenomenon reflects a discrepancy between the ideal expectations of altruistic behavior among health workers and the realities of high work pressure and psychological exhaustion in healthcare settings.

From a developmental psychology perspective, health workers as adults are expected to possess emotional maturity and high social responsibility, which should support the emergence of prosocial behaviors such as OCB. However, stressful work environments, organizational injustice, and weak social support often hinder the expression of such behaviors. This condition raises questions as to why individuals who are morally and professionally mature exhibit a decline in organizational citizenship behavior in the workplace.

Theoretically, research on OCB has produced mixed findings. Some studies emphasize internal factors such as intrinsic motivation, job satisfaction, and psychological well-being as primary determinants of OCB (Podsakoff et al., 2018; Novita & Hidayah, 2021). Conversely, other studies highlight the significant role of external factors such as leadership style, organizational climate, and distributive justice in shaping OCB (Farh et al., 2004; Lee et al., 2020). These differing findings indicate a theoretical gap regarding whether internal or external factors are more dominant in influencing organizational citizenship behavior.

Several studies in Indonesia have reported that transformational leadership significantly influences the enhancement of OCB among health workers (Wulandari & Rahmawati, 2020). On the other hand, other studies have found that psychological well-being and affective commitment play a more substantial role than leadership (Putri & Santosa, 2021). These inconsistent findings strengthen the need for a systematic review of existing empirical evidence to comprehensively identify the factors influencing OCB.

The urgency of this study is further driven by post–COVID-19 conditions, where hospitals face declining work morale and increasing burnout among medical staff. In such circumstances, Organizational Citizenship Behavior (OCB) becomes increasingly important to maintain team stability and service quality. These conditions are consistent with the findings of Pohl et al. (2023), who demonstrated that work engagement significantly enhances OCB among nurses, while emotional exhaustion has a detrimental effect. This suggests that emotional and psychological conditions play a crucial role in shaping extra-role behaviors in high-demand healthcare environments. However, few studies have systematically summarized and analyzed the factors influencing OCB among health workers, both nationally and globally.

The novelty of this study lies in its use of a Systematic Literature Review (SLR) approach to identify and synthesize factors influencing OCB from national and international literature published over the last ten years (2015–2025). This approach enables comprehensive mapping of OCB determinants, which can serve as a foundation for developing human resource management policies in hospitals.
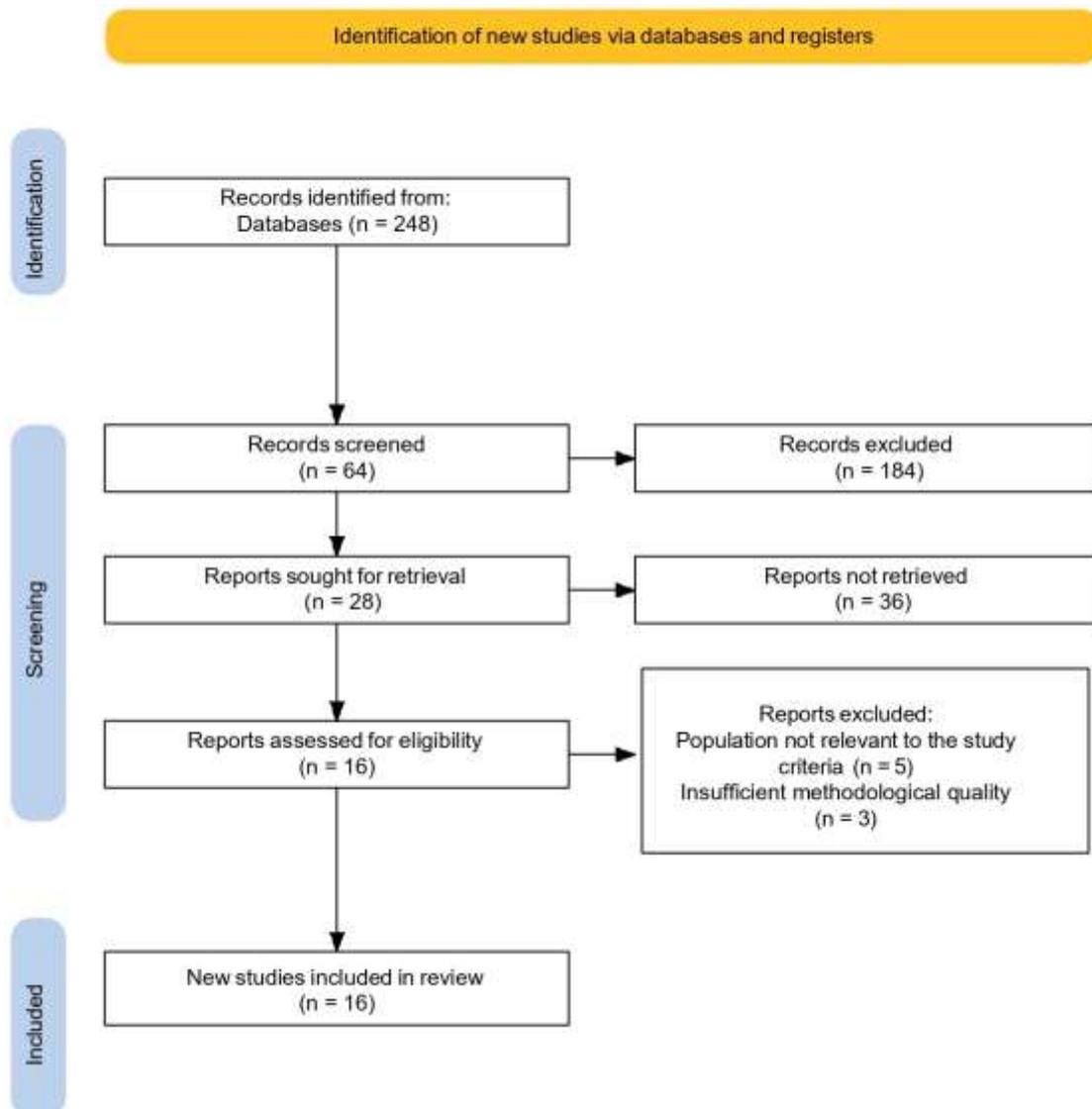
Practically, the findings are expected to provide recommendations for hospital management in designing strategies to strengthen OCB through the development of transformational leadership, the creation of a supportive work climate, and the enhancement of employees' psychological well-being. Consequently, hospitals can foster more adaptive, empathetic, and collaborative organizational cultures.

Based on the above discussion, the research question of this study is: "What factors contribute to the emergence of Organizational Citizenship Behavior (OCB) among health workers based on research findings from the last ten years?" The objective of this study is to identify and synthesize factors influencing OCB among health workers through a systematic review of national and international literature.

RESEARCH METHOD

This study employed a Systematic Literature Review (SLR) method to identify and synthesize factors influencing Organizational Citizenship Behavior (OCB) among health workers. This method was chosen because it enables comprehensive mapping of previous research findings through systematic and structured stages (Kitchenham, 2004; Moher et al., 2009).

Literature searches were conducted using three main databases: Google Scholar, ScienceDirect, and Garuda, assisted by the Publish or Perish (PoP) application. The search process used combinations of keywords: "Organizational Citizenship Behavior" OR "OCB", "health workers" OR "tenaga kesehatan", and "factor" OR "determinant" OR "antecedent", covering publications from 2015 to 2025.

No	Title	Independent Variables	Research Subjects	Method	Result
1	Oluwafemi, O. J., & Ametepe, K. P. (2023). *Workplace Ostracism, Workplace Silence, Optimism, and Organizational Citizenship Behavior (OCB) among Nurses in Teaching Hospitals in Lagos Metropolis*	Workplace ostracism; Workplace silence; Optimism	350 nurses from two teaching hospitals in Lagos, Nigeria	Quantitative	Workplace ostracism and workplace silence have a significant negative effect on OCB.

2	Darojat Yugiantoro, Kesi Widjajanti, & Indarto (2023). *The Effect of Occupational Health and Safety, Work Culture, and Job Satisfaction on Health Workers' Performance with OCB as an Intervening Variable*	Occupational Health and Safety (OHS); Work culture; Job satisfaction	163 health workers at Roemani Muhammadiyah Hospital, Semarang	Quantitative	Work culture and job satisfaction indirectly influence performance through OCB.
3	Maria Angela Siokalang (2023). *Health Workers' Performance in Border Areas: Effect of Work Culture through Organizational Citizenship Behavior*	Work culture	104 health workers at Jagoi Babang and Siding Public Health Centers, Bengkayang Regency, West Kalimantan	Quantitative	Work culture has a direct and significant effect on OCB.
4	David Maurice & Pauline H. Pattyranie (2023). *The Role of Job Satisfaction and Perceived Organizational Support on Organizational Commitment and OCB in Indonesian Healthcare Services*	Job satisfaction; Perceived organizational support	98 permanent nurses at Hospital X, Bandung	Quantitative	Organizational commitment has a significant positive effect on OCB.
5	Sabine Pohl et al. (2023). *Work Engagement, Emotional Exhaustion, and OCB–Civic Virtue among Nurses: A Multilevel Analysis of Emotional Supervisor Support*	Work engagement; Emotional exhaustion	558 nurses from 36 work units in two public hospitals in Algiers, Algeria	Quantitative	Work engagement has a significant positive effect on OCB–civic virtue, while emotional exhaustion has a significant negative effect.
6	Cici Viorina Lestari & Oscar Jayanegara (2023). *Influence of Transformational Leadership, Job Satisfaction, and Organizational Commitment on OCB among Nurses at XYZ Hospital, Lampung*	Transformational leadership; Job satisfaction	178 nurses at XYZ Hospital, Lampung	Quantitative	Transformational leadership and job satisfaction positively and significantly affect organizational commitment; transformational leadership, job satisfaction, and organizational commitment each positively and significantly affect OCB.
7	R. Jaka Sarwadhamana et al. (2021). *The Relationship between Transformational Leadership Style and OCB among Nurses at Panembahan Senopati Regional Hospital, Bantul, Yogyakarta*	Transformational leadership style	55 non-civil servant nurses in inpatient wards (Class II and III)	Quantitative	There is a positive and significant relationship between transformational leadership and nurses' OCB.

8	Supriyati et al. (2021). *The Relationship between Organizational Commitment, Job Satisfaction, and OCB among Nurses at Wisma Rini General Hospital, Pringsewu*	Organizational commitment; Job satisfaction	100 nurses at Wisma Rini General Hospital, Lampung Province	Quantitative	Organizational commitment and job satisfaction have a positive and significant relationship with OCB.
9	Paulina Christina Dude et al. (2023). *The Effect of Organizational Culture and Organizational Commitment on OCB among Health Workers at Maritaing Public Health Center, East Alor*	Organizational culture; Organizational commitment	40 health workers at Maritaing Public Health Center, East Alor	Quantitative	Organizational culture and organizational commitment each have a positive and significant effect on OCB.
10	Marwa Dwi Cahya & Seno Andri (2025). *The Effect of Transformational Leadership Style and Job Satisfaction on OCB among Inpatient Nurses at Ibnu Sina Islamic Hospital, Pekanbaru*	Transformational leadership style; Job satisfaction	55 inpatient nurses at Ibnu Sina Islamic Hospital, Pekanbaru	Quantitative	Transformational leadership and job satisfaction have a positive and significant effect on OCB, both partially and simultaneously.
11	Muhammad Takwa et al. (2024). *The Effect of Leader–Member Exchange on Nurses' OCB at Stella Maris Hospital, Makassar*	Leader–Member Exchange (LMX)	131 inpatient nurses at Stella Maris Hospital, Makassar	Quantitative	Leader–Member Exchange has a positive and significant effect on OCB.
12	Hastuti & Wibowo (2020). *The Effect of Quality of Work Life (QWL) and Organizational Commitment on OCB among Permanent Nurses*	Quality of Work Life (QWL); Organizational commitment	50 permanent nurses at Ananda General Hospital	Quantitative	Simultaneously, QWL and organizational commitment significantly affect OCB, with an effective contribution of 97.1%.
13	Selna Wahyuningsih et al. (2023). *The Effect of Emotional Intelligence on OCB among Nurses in Makassar City*	Emotional intelligence	180 nurses working in Makassar City	Quantitative	Emotional intelligence has a significant positive effect on OCB ($r = 0.641$; $p = 0.000$). Higher emotional intelligence is associated with higher OCB.
14	Hermawan et al. (2022). *The Effect of Workload and Work Stress on OCB with Organizational Commitment as a Mediating Variable*	Workload; Work stress	80 health workers at Dr. Yap Eye Hospital, Yogyakarta	Quantitative	Workload and work stress have significant positive effects on organizational commitment and OCB.
15	Basri & Melisa Putri Panjitan (2019). *The Relationship between Work Commitment and OCB among Nurses at Mitra Sejati General Hospital, Medan*	Work commitment	36 nurses at Mitra Sejati General Hospital, Medan	Quantitative	There is a significant relationship between nurses' work commitment and OCB.

| 16 | M. Hibbul Watoni & Joko Suyono (2019). *The Effect of Job Satisfaction and Organizational Commitment on OCB (A Study at PKU Muhammadiyah Hospital, Yogyakarta)* | Job satisfaction; Organizational commitment | 240 nurses at PKU Muhammadiyah Hospital, Yogyakarta | Quantitative | Job satisfaction and organizational commitment partially have a significant effect on OCB. |

Based on the sixteen articles reviewed and presented in Table 1, it was found that the emergence of Organizational Citizenship Behavior (OCB) among health workers is influenced by two main groups of factors, namely internal individual factors and external organizational factors.

Internal Individual Factors

Internal factors encompass psychological aspects and personal characteristics of health workers, such as job satisfaction, organizational commitment, psychological well-being, emotional intelligence, optimism, work motivation, and Quality of Work Life (QWL).

Job satisfaction is one of the variables most consistently found to be positively associated with OCB (Zahra et al., 2021; Kusumaningrum & Santoso, 2022). This finding is consistent with the Job Satisfaction–OCB linkage theory, which posits that individuals who are satisfied with their jobs tend to exhibit voluntary behaviors that benefit the organization (Organ, 1988). In the context of healthcare professionals, job satisfaction may arise when nurses or medical staff perceive their work as meaningful and receive recognition for their contributions to patients and the medical team.

In addition to job satisfaction, organizational commitment also has a significant influence on the emergence of OCB (Rahman et al., 2020). Employees with high affective commitment are more willing to participate in organizational activities beyond their formal job responsibilities. According to the Three-Component Model of Commitment proposed by Meyer and Allen (1997), affective commitment encourages individuals to remain loyal to the organization due to emotional attachment, which subsequently gives rise to prosocial behaviors such as helping colleagues or exceeding formal job requirements.

Another important internal factor is emotional intelligence, which enables health workers to effectively manage their own emotions as well as those of others (Ismail et al., 2021). In high-pressure hospital environments, emotional intelligence plays a crucial role in maintaining interpersonal relationships and enhancing empathic abilities that form the foundation of OCB. This finding is consistent with Goleman's (1995) theory, which suggests that individuals with high emotional intelligence are more likely to demonstrate positive social behaviors in the workplace.

External Organizational Factors

External factors include organizational elements such as leadership style, organizational culture, work climate, perceived organizational support (POS), and emotional support from supervisors. Furthermore, the role of leadership relationships is reinforced by Takwa et al. (2024), who reported a significant positive effect of Leader–Member Exchange (LMX) on nurses' Organizational Citizenship Behavior (OCB). High-quality leader–member relationships enhance trust and reciprocity, thereby encouraging employees to perform beyond formal job requirements.

Several studies indicate that transformational leadership has a positive relationship with OCB (Hassan & Ahmad, 2020; Sitorus et al., 2022). Transformational leaders are able to provide inspiration, vision, and individualized consideration to subordinates, which subsequently enhances work motivation and extra-role behavior. This aligns with Bass's (1985) Transformational Leadership theory, which emphasizes the leader's role in motivating subordinates to transcend personal interests for the sake of organizational goals.

Furthermore, a supportive organizational culture and work climate have also been found to significantly contribute to the enhancement of Organizational Citizenship Behavior (OCB) (Lestari et al., 2021; Marzuki & Utami, 2023). In healthcare organizations, collaborative work cultures and mutual respect among professions encourage nurses and medical staff to support one another and engage in informal activities that facilitate service delivery. The importance of organizational culture in fostering OCB is further supported by Siokalang (2023), who found that work culture has a direct and significant effect on OCB among health

workers in primary healthcare settings. Such a collaborative and supportive culture encourages health professionals to engage in voluntary behaviors that enhance service quality.

Perceived organizational support (POS) also plays a significant role in influencing OCB (Yuliani et al., 2022). When health workers feel valued and cared for by their organization, they tend to demonstrate higher levels of loyalty and involvement in organizational activities. Social Exchange Theory (Blau, 1964) explains that individuals who perceive organizational support reciprocate through positive behaviors such as OCB as a form of mutual exchange.

Overall, of the sixteen studies analyzed, twelve studies (75%) emphasized the importance of external factors—particularly transformational leadership and organizational culture—while four studies (25%) highlighted the dominance of internal factors such as job satisfaction, organizational commitment, and emotional intelligence in enhancing OCB among health workers.

These findings reinforce the view that although individual characteristics are important in shaping OCB, structural and social support from the organization remains the primary driving force. Therefore, efforts to develop OCB in hospitals should focus on improving leadership quality, fostering a positive work culture, and implementing reward systems that strengthen employees' sense of ownership toward the organization.

DISCUSSION

Based on article selection using inclusion and exclusion criteria, a total of 16 articles relevant to Organizational Citizenship Behavior (OCB) among health workers were identified, with publication periods ranging from 2019 to 2025. All articles employed quantitative approaches, with primary respondents consisting of nurses and hospital health workers.

Synthesis of the reviewed studies suggests that determinants of Organizational Citizenship Behavior among health workers can be broadly classified into two primary categories : internal individual factors and external organizational factors. Internal factors include psychological and personal aspects originating within individuals, such as job satisfaction, organizational commitment, psychological well-being, emotional intelligence, optimism, work motivation, and Quality of Work Life (QWL). These factors shape employees' positive attitudes toward their work and organization, which ultimately encourage extra-role behaviors such as OCB.

External organizational factors include workplace environment elements derived from organizational structure and dynamics, such as transformational leadership style, leader–member exchange (LMX), organizational culture, perceived organizational support (POS), workload, and work stress. In addition, work engagement and emotional support from supervisors were also found to strengthen OCB within hospital and healthcare facility contexts.

Of the 16 studies analyzed, 12 studies (75%) highlighted the dominance of external factors, particularly transformational leadership and organizational culture, as the primary determinants of OCB among health workers. Meanwhile, the remaining four studies (25%) emphasized the importance of internal factors, such as job satisfaction, organizational commitment, and emotional intelligence, which significantly contribute to enhancing OCB among nurses and health workers. These findings suggest that OCB in healthcare organizations is influenced not only by individual characteristics but also strongly shaped by the quality of the organizational work environment.

CONCLUSION

The findings of this study indicate that various factors influence Organizational Citizenship Behavior (OCB) among health workers in hospital settings. These factors are divided into two major groups: internal individual factors and external organizational factors.

Internal factors include job satisfaction, organizational commitment, psychological well-being, emotional intelligence, optimism, work motivation, and quality of work life (QWL). Health workers with high job satisfaction, strong emotional commitment to the organization, and good psychological well-being tend to demonstrate extra-role behaviors reflecting OCB. This aligns with Organ's (1988) theory, which states that OCB represents voluntary behavior arising from satisfaction and emotional attachment to the organization.

External factors influencing OCB include transformational leadership style, leader–member exchange (LMX), organizational culture and work climate, perceived organizational support (POS), workload and work stress, and emotional supervisor support.

The review indicates that transformational leadership and organizational culture are the most dominant external factors in promoting OCB among health workers. Leaders who provide inspiration, motivation, and attention to subordinates' needs foster trust, a sense of belonging, and higher work morale, ultimately encouraging voluntary behaviors such as helping colleagues, maintaining professional ethics, and committing to patient care quality.

Overall, this study provides important insights for hospital management in understanding and managing factors that enhance OCB among health workers. By paying attention to psychological well-being, increasing job satisfaction and motivation, and developing transformational leadership at all managerial levels, hospitals can create a work environment conducive to the growth of OCB. A supportive and collaborative work environment not only improves organizational effectiveness and efficiency but also strengthens health workers' commitment and loyalty to the institution.

Nevertheless, this study has several limitations. First, the reviewed literature was limited to publications within the last ten years, which may not fully capture long-term research dynamics on OCB. Second, most of the reviewed articles employed quantitative approaches, which may not fully reflect the psychological and social dimensions of health workers' experiences related to OCB. Future studies are recommended to include broader publication periods and integrate qualitative or mixed-method approaches to obtain a more comprehensive understanding of factors influencing OCB among health workers, particularly within Indonesian healthcare organizations.

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