

The Impact of Organizational Citizenship Behavior on Organizational Effectiveness

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Abstract

This study aims to analyze the role of Organizational Citizenship Behavior (OCB) in supporting organizational effectiveness and how workload affects this behavior in the work environment. OCB is voluntary behavior that is not included in the employee's formal duties but contributes to the performance of the organization. Meanwhile, workload refers to the number of tasks and work pressures that employees have to face in a given period. This study uses a quantitative approach with a survey method to collect data from employees in various organizations. The results show that OCB contributes positively to organizational effectiveness, while too high a workload can inhibit the emergence of this behavior. Therefore, organizations need to manage workloads proportionately to continue to support OCB behavior and improve employee well-being and productivity.

Keywords

Workload, Organizational Effectiveness, OCB, Human Resources

1. Introduction

Organizational Citizenship Behavior (OCB) is a concept that describes employees' voluntary behavior in supporting the smooth operation of an organization without direct rewards. This behavior includes various positive actions that are not explicitly required in job descriptions, such as helping colleagues, providing constructive suggestions, and demonstrating loyalty and concern for the organization (Ali et al., 2022). The presence of OCB in the workplace contributes to increased productivity, team harmony, and a more collaborative work atmosphere. With individuals who take more initiative in assisting the organization, operational effectiveness can

improve without always relying on rigid formal systems. However, on the other hand, the emergence of OCB can also be influenced by the level of workload experienced by employees. Workload refers to the number of tasks or responsibilities that must be completed within a certain period. If the workload is too high, employees may experience excessive pressure, fatigue, and a decline in psychological well-being (Leuhery, 2024). In such situations, they tend to focus more on completing their primary tasks and reduce voluntary contributions that reflect OCB. Conversely, when the workload is at a balanced level, employees have more energy and motivation to engage in OCB because they feel they have the capacity to do so.

The relationship between OCB and workload is an important concern in human resource management, especially in efforts to create a work environment that supports a balance between primary tasks and employees' additional contributions. If organizations want to encourage OCB among their employees, it is essential to ensure that the assigned workload remains within reasonable limits (Leuhery, 2024). An unbalanced workload can not only reduce employees' motivation to engage in OCB but also potentially lead to job burnout and an overall decline in performance. In this context, organizational strategies in managing workload become a key factor in creating the right balance. Policies that promote flexibility, fair task distribution, and support for employee well-being can be effective steps in increasing their engagement in OCB. By understanding the factors influencing the interaction between OCB and workload, organizations can develop more adaptive policies oriented toward employee well-being. This not only helps create a healthier work environment but also ensures that employees remain motivated to give their best contributions, both in formal tasks and in OCB behaviors that support the organization's overall success (Dhaniala, 2012).

This study aims to analyze and understand the role of Organizational Citizenship Behavior (OCB) in supporting organizational effectiveness and how workload affects this behavior in the workplace. It also seeks to identify factors influencing OCB and how organizations can manage workload to continue supporting employees' voluntary behavior. Additionally, this study explores the relationship between OCB and workload, whether a high workload hinders OCB behavior or, conversely, encourages employees to demonstrate it. By understanding this relationship, organizations can design more effective human resource management strategies to enhance employee well-being and overall company productivity. This research employs a quantitative approach using survey methods to collect data from employees in various organizations. The collected data is analyzed statistically to identify the relationship between Organizational Citizenship Behavior (OCB) and workload as well as the factors influencing these two variables.

2. Results

2.1. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a part of organizational behavior science that focuses on employees' voluntary actions that are not included in formal job descriptions but contribute to the overall effectiveness of the organization (Kusumajati, 2014). Employees who demonstrate OCB do so as a form of reciprocation for actions by the organization that they perceive as positive. OCB is a discretionary behavior that is not part of a formal job obligation but still supports the effective functioning of the organization. In other words, OCB reflects

individuals' efforts to contribute beyond what is expected in their official duties. Over the past three decades, this concept has increasingly attracted the attention of academics and practitioners in examining its impact on organizational behavior (Takeuchi et al., 2015).

There are five main dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to behavior that involves helping colleagues who are experiencing difficulties in their work without expecting any reward (Vipraprastha & Putra, 2023). An example is an employee who assists a coworker struggling to complete a task without being asked. Conscientiousness is related to a high sense of responsibility in work that exceeds expected standards, such as an employee arriving early and working beyond designated hours to complete tasks. Sportsmanship is the ability to accept working conditions with an open heart without complaining or demanding more, for example, an employee who remains positive despite receiving additional workload (Leuhery, 2024). Courtesy refers to respecting others and maintaining good relationships in the workplace, such as an employee who always informs colleagues about policy changes to avoid misunderstandings. Civic virtue is related to active participation in organizational activities beyond formal duties, such as voluntarily attending meetings or engaging in corporate social activities. OCB has been widely studied by various academics, one of which is research conducted by Rajab (2021). This study emphasizes the importance of OCB in enhancing organizational effectiveness and how this behavior can be fostered in the workplace.

2.2. Workload

Workload refers to the number of tasks or activities that an individual must complete within a certain period, either physically or mentally. According to Dhanias (2010), workload involves specific skills that employees must possess to complete their tasks effectively. Workload is considered a job-related stressor, including demands to work quickly, produce results, and concentrate under high-stress conditions. According to Zaki & Marzolina (2016), workload can be defined as the comparison between an employee's capability and job demands. If an employee's capability exceeds job demands, boredom may arise. Conversely, if job demands exceed an employee's capability, it can lead to greater fatigue. Therefore, balancing job demands and individual capacity is a crucial factor in managing workload.

Based on research conducted by Zaki & Marzolina (2016), several key indicators are used to measure workload, including the amount of work, work targets, boredom, work overload, and job pressure. The amount of work refers to the number of tasks an employee must complete within a certain period, for example, when an employee is given additional tasks without reducing previous responsibilities. Work targets involve achieving specific goals within a set timeframe, such as an employee being required to reach high sales targets in a limited time. Boredom occurs when an employee feels that their job is monotonous and lacks challenges, for example, an employee performing the same tasks every day without variation. Work overload happens when the assigned workload exceeds an individual's capacity, such as an employee handling tasks meant for two people (Leuhery, 2024). Job pressure relates to the stress experienced due to high job responsibilities, such as employees working under very tight deadlines. Workload has been a topic of research for many academics, including Husadha et al. (2014) and Hermawan (2022).

These studies indicate that excessive workload can negatively impact employee well-being and overall organizational performance.

There is a strong relationship between OCB and workload in an organizational context. Employees with a high level of OCB tend to handle workload more positively, as they have intrinsic motivation to help the organization achieve its goals. However, if workload becomes too high and is not properly managed, it can reduce OCB levels, as employees feel exhausted and lose motivation to contribute beyond their formal duties (Vipraprastha & Putra, 2023). On the other hand, organizations that create a balanced work environment with a proportional workload can enhance OCB among employees. When employees feel valued and have control over their work, they are more likely to engage in OCB voluntarily.

Organizational Citizenship Behavior (OCB) is voluntary behavior performed by employees beyond their formal obligations to improve organizational effectiveness. OCB has five main dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Meanwhile, workload refers to the number of tasks or responsibilities that must be completed within a certain period, which can affect employee well-being and performance. The relationship between OCB and workload is highly complex (Vipraprastha & Putra, 2023). OCB can help employees cope with work pressure with a more positive attitude, but excessive workload can also hinder OCB behavior. Therefore, organizations need to manage workload effectively to encourage high levels of OCB among employees. By understanding the concepts of OCB and workload, organizations can create a healthier and more productive work environment. Proper management of these two aspects will help improve employee performance and achieve organizational goals more effectively.

3. Conclusion

Based on this study, it can be concluded that Organizational Citizenship Behavior (OCB) plays a crucial role in organizational effectiveness by creating a more harmonious, productive, and collaborative work environment. Employees who exhibit OCB tend to be more caring toward their colleagues and have a more positive attitude toward the organization. The dimensions of OCB, such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, have been proven to contribute to increased work efficiency and the development of a better organizational culture. However, workload also has a significant impact on the emergence of OCB. A balanced workload enables employees to demonstrate OCB optimally, whereas an excessive workload can lead to stress and fatigue, ultimately hindering the occurrence of such behavior. In situations where the workload is too low, employees tend to feel bored and lack motivation to contribute further.

The findings of this study also indicate that organizations need to manage workload effectively to enhance OCB among employees. Strategies such as managerial support, balancing tasks with employee capacity, and recognizing employees' extra contributions are essential. Organizations that can create a work environment that supports employee well-being will find it easier to encourage positive OCB behaviors. Furthermore, this study provides practical implications for managers and organizational leaders in developing policies that can enhance OCB and manage workload more effectively. By proportionally adjusting workload and providing support to employees, organizations can achieve greater effectiveness and foster better

working relationships among team members. The relationship between OCB and workload must be managed in a balanced manner so that organizations can gain optimal benefits from employees' voluntary contributions. This study offers insights for organizations to pay more attention to employee well-being as a crucial factor in creating a positive and productive work culture.

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