

*Research Article*

# Organizational Citizenship Behavior and Religiosity: A Literature Review on Psychological Dynamics in Organizations

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**Abstract:** This study explores the relationship between religiosity and Organizational Citizenship Behavior (OCB) within contemporary organizations by adopting a positive psychology perspective. OCB is defined as discretionary behaviors by employees that go beyond their formal job duties and contribute positively to the overall functioning and success of the organization. Examples include helping colleagues, being punctual, and demonstrating initiative, which foster a cooperative and productive work environment. Religiosity, on the other hand, is understood as a belief system that shapes an individual's values, attitudes, and behaviors, both intrinsically—stemming from internal spiritual commitment—and extrinsically—motivated by external social or cultural influences. Through a systematic review of ten national and international academic journals, this study identifies several common dimensions of OCB, such as altruism (helping others selflessly), civic virtue (active and responsible participation in organizational affairs), and conscientiousness (going beyond minimal job requirements). The findings reveal a consistent positive correlation between religiosity and OCB, especially in sectors like education, Islamic banking, and healthcare, where religious principles strongly influence organizational culture. The integration of religious values into organizational practices encourages employees to exhibit behaviors that promote harmony, ethical conduct, and a sense of community within the workplace. This is particularly evident in employees who possess high levels of intrinsic religiosity, as their internalized beliefs motivate them to engage in prosocial actions that benefit the organization. The study recommends that human resource management strategies incorporate religious or spiritual values to cultivate a positive organizational culture. Such integration can be achieved through training programs, leadership development, and reward systems that emphasize ethical behavior and social responsibility, ultimately leading to improved employee satisfaction, loyalty, and overall organizational performance.

**Keywords:** Altruism; OCB; Positive Psychology; Prosocial Behavior; Religiosity.

## 1. Introduction

Organizational Citizenship Behavior (OCB) refers to voluntary individual work behavior that is not explicitly recognized by an organization's formal reward system but contributes to its effectiveness (Organ, 1997). With increasing attention to extra-role behaviors in organizations, personal values and beliefs—such as religiosity—have become critical in understanding OCB dynamics. Religiosity, defined as a person's level of commitment to religious teachings, is believed to influence attitudes and work behavior through moral and ethical values (Allport & Ross, 1967; Vitell et al., 2008). In the context of positive psychology,

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religiosity can be a psychological strength that drives individuals to go beyond their formal roles.

Khalid et al. (2013) showed that intrinsic religiosity positively correlates with organization-oriented OCB (OCBO), while extrinsic religiosity is more related to individual-oriented OCB (OCBI). Similar findings were reported by Rahmatillah et al. (2022) in Indonesia's manufacturing sector, emphasizing that religious belief strengthens responsibility, loyalty, and prosocial behavior at work.

In Indonesia, several studies have demonstrated the significant influence of religiosity on OCB, especially in service sectors such as hospitals (Rohali & Mas'ud, 2024) and Islamic financial institutions (Melani & Izmuiddin, 2024). Furthermore, Islamic work culture aspects like workplace spirituality and Islamic work satisfaction are proven to enhance OCB (Melani, 2024). A systematic review by Grasiawaty (2021) reinforces this view, highlighting that the most commonly adopted OCB dimensions in Indonesia include altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

However, explicit literature studies examining the relationship between religiosity and OCB within a psychological framework remain limited (Helmy, Ashraf, & Abdelhamid, 2023; Hsu & Lin, 2023). Therefore, this article aims to explore the dynamics of that relationship by reviewing nine relevant scholarly articles and comparing empirical findings across various organizational contexts (Aferi & Yeni, 2022; Fadilah et al., 2023; Istanbuluoglu & Sakman, 2024). This research is expected to broaden academic insights and organizational practices regarding the role of religious values in fostering a healthy and productive work culture (M. Anwarul Islam et al., 2023; Syafrida & Indrawati, 2024).

## 2. Materials and Methods

This study uses a systematic literature review approach by examining ten relevant journal articles published between 2013 and 2024. Sources include reputable national databases (Sinta 1 and 2) and international journals. Inclusion criteria: (1) the article directly or indirectly discusses OCB and religiosity, (2) employs quantitative or systematic study methods with organizational samples, (3) uses clear and comparable instruments. The selection process involved reviewing abstracts, methods, and results of each article, while recording participant types, analysis methods, and key findings related to the OCB-religiosity relationship.

## 3. Results

**Table 1.** This A total of 10 relevant articles were identified using Google Scholar.

No	Title, Author, Year	Source/Publication	Method and Participants	Findings
1	Improving Organizational Citizenship Behavior through Spirituality and Work Engagement, Aminah Ahmad & Zoharah Omar, 2015	American Journal of Applied Sciences	Theoretical literature and conceptual framework	This study presents a conceptual framework suggesting that workplace spirituality enhances employees' engagement in their roles, which in turn promotes Organizational Citizenship Behavior (OCB). By creating spiritually-rich work environments, organizations can encourage employees to feel a greater sense of meaning, connection, and purpose in their work. These feelings, according to the authors, are likely to result in behaviors that exceed formal job requirements, such as helping coworkers,

				demonstrating initiative, and promoting a positive work climate. The paper draws from established research and constructs a model for testing the mediating role of work engagement, indicating that both spirituality and engagement are vital antecedents of OCB.
2	Undergraduates' Organizational Citizenship Behavior: The Role of Religiosity, Khalid et al., 2013	International Journal of Academic Research in Business and Social Sciences	Quantitative survey, Malaysian undergraduates	This quantitative study explores how religiosity among Malaysian undergraduates predicts their organizational citizenship behaviors. Findings show that intrinsic religiosity, which reflects personal religious commitment and internalized belief, is a significant predictor of behaviors that benefit the organization (OCBO). Meanwhile, extrinsic religiosity, which denotes using religion for external rewards or social status, more strongly predicts behaviors directed at helping individuals (OCBI). The study highlights the differentiated role of internal vs. external motivations in fostering prosocial work behavior and suggests that fostering intrinsic religious values can encourage greater organizational loyalty.
3	Values That Work: Exploring the Moderator Role of Protestant Work Ethics in the Relationship between Human Resources Practices and Work Engagement and Organizational Citizenship Behavior, Zúñiga et al., 2022	Administrative Sciences	Survey of 299 employees	The study investigates the role of Protestant Work Ethic (PWE) as a moderator between human resource practices (HRP), work engagement (WE), and OCB. With data from 299 employees, results show that dimensions of PWE such as morality, delay of gratification, and disdain for wasted time significantly amplify the positive effects of HRP on both WE and OCB. These findings support the

				<p>notion that individual values—specifically the Protestant ethic emphasizing discipline and duty—strengthen organizational outcomes by enhancing employees’ intrinsic motivation and commitment.</p>
4	<p>Pengembangan OCB melalui Workplace Spirituality dan Islamic Work Ethics, Pudjihastuti &amp; Astuti, 2019</p>	<p>Business Management Analysis Journal</p>	<p>Survey of 200 professionals</p>	<p>This research analyzes how workplace spirituality, when mediated by Islamic work ethics, influences OCB among professionals. Results indicate that organizational spirituality—values embedded in company culture and collective meaning—positively impacts Islamic work ethics and, through it, enhances OCB. Interestingly, individual spirituality did not show a direct effect, suggesting that shared, institutionally supported values may be more influential in encouraging prosocial organizational behaviors than personal religious expression. The study supports the integration of ethical and spiritual principles in organizational development strategies.</p>
5	<p>Reviu Sistematis Penelitian OCB di Indonesia, Grasiawaty, 2021</p>	<p>Buletin Psikologi</p>	<p>Systematic review 2009–2019</p>	<p>This systematic review synthesizes OCB research in Indonesia between 2009 and 2019. The findings reveal that most studies focused on white-collar employees and relied heavily on self-report questionnaires, making them vulnerable to common method bias. The dominant dimensions studied were altruism, civic virtue, and conscientiousness. The review notes a lack of qualitative or mixed-method studies and highlights the need for future research to</p>

				address the contextual and cultural specificities of Indonesian organizations, incorporating diverse occupational groups and triangulated methodologies.
6	Determinasi Kinerja Pegawai: Studi Literatur, Suryadi & FoEh, 2022	JIMT	Literature study	This literature study identifies OCB as a mediating factor between organizational culture, job satisfaction, and employee performance. The findings suggest that a strong organizational culture and high job satisfaction enhance OCB, which in turn boosts employee performance. The study emphasizes the strategic importance of promoting values such as trust, shared norms, and job appreciation to stimulate behaviors like altruism and civic virtue. By fostering an environment that rewards commitment and moral behavior, organizations can leverage OCB as a performance enhancer.
7	Pengaruh Religiusitas dan Komitmen Organisasi terhadap OCB, Rahmatillah et al., 2022	Jurnal Al Husna	Survey of 100 employees of PT. Panca Teknik	The study found that religiosity and organizational commitment significantly contribute to the development of OCB among employees at PT. Panca Teknik. Specifically, religiosity contributed 31.6% and organizational commitment 36.1% to OCB levels. Together, both factors explained 39.2% of the variance in OCB, highlighting their importance as psychological and cultural resources. Employees with strong religious values tended to exhibit higher levels of altruism, conscientiousness, and civic virtue, making them more likely to go

				beyond formal job expectations.
8	Pengaruh Religiusitas, Keterikatan Karyawan, dan Kepuasan Kerja terhadap OCB, Rohali & Mas'ud, 2024	Diponegoro Journal of Management	Census of Roemani Hospital nurses	Conducted among nurses at Roemani Muhammadiyah Hospital, this study showed that religiosity, employee engagement, and job satisfaction each had a positive and significant impact on OCB. Nurses with high religiosity displayed greater dedication and loyalty, while those with higher job satisfaction were more committed to extra-role behaviors. The study underscores the importance of holistic employee management strategies that cultivate psychological well-being and religious values to enhance organizational effectiveness.
9	The Effect of Islamic Work Ethics and Work Motivation on OCB, Faizah Zahrotun Nisa & Sugeng Hariyanto, 2021	Jurnal Ilmu Manajemen	Questionnaire among BPRS employees in Malang	This study evaluated the effect of Islamic work ethics and work motivation on OCB among BPRS employees in Malang. Results revealed a strong positive correlation, suggesting that adherence to Islamic ethical principles fosters a work culture of sincerity, discipline, and social responsibility. Motivation acted as a reinforcing factor, intensifying employees' willingness to engage in behaviors such as helping coworkers, maintaining punctuality, and protecting organizational assets.
10	The Influence of Leadership and Job Satisfaction on OCB, Prihatiningsih et al., 2023	Jurnal Ekonomi dan Bisnis	Survey of 80 local government employees	This study explored the influence of leadership and job satisfaction on OCB among local government employees. Results showed that transformational leadership, characterized by inspiration and individualized consideration, significantly boosted OCB levels. Job

				satisfaction also served as a critical driver. Employees who were more satisfied with their jobs tended to volunteer more, avoid conflicts, and support their colleagues, ultimately enhancing team cohesion and productivity.
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#### 4. Discussion

In this section, the author needs to explain the hardware and software used, dataset sources, initial data analysis, results, and results analysis/discussion. Presenting the results with pictures, graphs and tables is highly recommended. Formulas or evaluation measuring tools also need to be included here. There must be discussion/analysis, and you can't just rewrite the results in sentence form, but you need to provide an explanation of their relationship to the initial hypothesis. In addition, this section needs to discuss and elaborate on important findings.

In The literature reviewed indicates a consistent relationship between religiosity and OCB across organizational settings. Khalid et al. (2013) revealed intrinsic religiosity tends to promote OCBO, while extrinsic religiosity is associated with OCBI, strengthening the theory of internalized religious values.

Further studies by Rahmatillah et al. (2022) and Rohali & Mas'ud (2024) in companies and hospitals in Indonesia confirmed that religiosity plays a vital role in shaping extra-role behavior. Their findings show religiosity accounts for 31% to nearly 40% of the variance in OCB, indicating spiritual and moral dimensions strongly motivate employees to go beyond their formal duties.

Melani's (2024) research emphasizes integrating religiosity and work context, where workplace spirituality and Islamic job satisfaction influence helping behavior, organizational loyalty, and conflict avoidance. HRM practices that incorporate spiritual values may thus effectively foster OCB.

A multidimensional approach to religiosity—combining spirituality, institutional affiliation, and worship practices—may predict OCB more robustly. Zúñiga et al. (2022) showed Protestant work ethics strengthened the link between HR practices and OCB, proving religious values act as social moderators.

However, not all OCB dimensions are equally affected by religiosity. Altruism, conscientiousness, and civic virtue are more dominant in religious contexts, while sportsmanship and courtesy are more influenced by managerial and organizational culture factors (Grasiaswaty, 2021). Hence, religiosity-based interventions should target internal work values and intrinsic motivation.

Most studies reviewed use quantitative methods, limiting exploration of deeper psychological dynamics. Future studies should employ qualitative or mixed-method approaches to understand the interplay between organizational context, culture, and religious values.

In conclusion, there is strong evidence that religiosity correlates positively with OCB—especially when aligned with organizational values and management systems—offering HR professionals a pathway to develop value-based training, and aligning work ethics with employee spirituality to create adaptive, loyal, and prosocial work cultures.

#### 5. Conclusions

This literature study concludes that religiosity significantly influences Organizational Citizenship Behavior (OCB) across sectors. Both intrinsic religiosity and expressions through work ethics and spirituality positively affect OCB dimensions such as altruism, civic virtue, and conscientiousness. Therefore, religious values can be a foundation in HR strategy development.

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