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# Five-Dimensional Profile of Organizational Citizenship Behavior in Employees in Organization Z: A Descriptive Survey

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***Kata Kunci***

Organizational Citizenship Behavior;
karyawan perguruan tinggi;
survei deskriptif;
Altruism;
Sportsmanship

***Abstrak***

Penelitian ini bertujuan untuk mendeskripsikan lima dimensi Organizational Citizenship Behavior Pada Karyawan di Organisasi Z. Penelitian menggunakan survei kuantitatif deskriptif potong lintang. Responden berjumlah 45 karyawan dari populasi 50 karyawan yang dipilih berdasarkan kesediaan mengisi kuesioner daring (*Google Form*) pada periode pengambilan data. Instrumen berupa 25 pernyataan yang mengacu pada lima dimensi utama, yaitu altruism, conscientiousness, sportsmanship, Courtesy, dan civic virtue dan dijawab pada skala lima tingkat dari selalu (5) sampai tidak pernah (1). Data dianalisis dengan statistik deskriptif (rerata dan distribusi frekuensi), skor rerata dikategorikan tinggi berdasarkan kriteria kategori. Responden melaporkan skor OCB yang tinggi pada lima dimensi: courtesy 4.68, conscientiousness 4.54, civic virtue 4.00, Sportsmanship 4.04 dan Altruism 4.04. Courtesy dan Conscientiousness mendapatkan skor tertinggi, yang menunjukkan bahwa karyawan memiliki tingkat kepatuhan, tanggung jawab dan kemampuan untuk menjaga hubungan kerja yang baik. Sedangkan altruism, sportsmanship dan civic virtue tetap berada di kategori tinggi, mendapatkan skor yang lebih rendah, menunjukkan adanya peluang untuk memperkuat kebiasaan saling membantu dan partisipasi karyawan dalam kegiatan organisasi serta pengambilan keputusan institusional. Hasil ini bersifat deskriptif, berasal dari penilaian diri (self-report) pada satu institusi dengan sampel kecil yang dipilih secara sukarela, sehingga tidak boleh digenerasikan. Selain itu, item C3 dan CV5 tidak memenuhi kriteria kesahan.

***Keyword***

Organizational Citizenship Behavior;
college employees;
descriptive survey;
Altruism;
Sportsmanship

***Abstract***

*This study aims to describe the five dimensions of Organizational Citizenship Behavior among employees in Organization Z. Employing a descriptive quantitative cross-sectional survey design, the study involved 45 respondents out of a population of 50 employees, selected based on their willingness to complete an online questionnaire via Google Forms during the data collection period. The research instrument consisted of 25 items measuring the five core dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue rated on a five-point scale ranging from always (5) to never (1). Data were analyzed using descriptive statistics (mean and frequency distribution), with mean scores categorized based on established criteria. The respondents reported high OCB scores across all five dimensions: courtesy 4.68, conscientiousness 4.54, civic virtue 4.00, sportsmanship 4.04, and altruism 4.04. Courtesy and conscientiousness attained the highest scores, indicating that employees exhibit strong compliance, responsibility, and an ability to maintain favorable working relationships. Meanwhile, altruism, sportsmanship, and civic virtue remained in the high category despite scoring lower, suggesting opportunities to strengthen mutual assistance, employee participation in organizational activities, and institutional decision-making. These findings are descriptive in nature, derived from self-reports within a single institution utilizing a small, self-selected sample, and thus preclude generalization. Furthermore, items C3 and CV5 did not meet validity criteria.*

## INTRODUCTION

*Organizational Citizenship Behavior* (OCB), first systematically conceptualized by Organ (1988), is defined as a form of voluntary behavior not directly recognized by the organization's reward system but can contribute to improving organizational effectiveness. OCB is formulated in five dimensions: *Altruism,* which is willingness to help voluntary coworkers; *Conscientiousness*, which is compliance and work responsibility that is higher than the minimum standard; *Sportsmanship*, which is tolerance for discomfort and complaints; *Courtesy* means care and politeness in interacting to prevent conflicts from arising; *Civic Virtue* means actively participating as an organizational activity (Grasiaswaty, 2021). Research by (Hasibuan & Pasaribu 2025) explains that these five dimensions collectively drive the creation of work team effectiveness in modern organizational dynamics, which are greatly influenced by the intensity of helpful behavior and active employee involvement in the environment in carrying out their main duties.

In an increasingly competitive higher education environment, the success of an institution is not solely determined by the academic quality offered, but also by the performance of human resources supporting all its operational functions (Ocktafian, 2021). This is especially true for employees, who bear administrative responsibilities, student services, and cross-unit coordination. The institution's ability to maintain excellent and responsive services greatly depends on the extent to which employees are willing to contribute beyond their formal duties (Narwastu et al., 2023). This is also related to university accreditation assessments, which include human resource aspects as one of the important assessment items.

Organization Z as a university faces complex challenges, namely service quality, strengthening institutional competitiveness, and maintaining the university's core values in its employees' work ethic, especially since this organization has values related to serving with joy, emphasizing care that forms the foundation of service to the entire academic community. In this context, these values are very close to Organizational Citizenship Behavior (OCB) and certainly have strategic significance in Organization Z's academic services, because in educational institutions, service is an important factor because employee behavior with a high OCB can reflect a positive aura that not only impacts the internal organization but also serves as a role model for students who are part of the academic community as well as service users. This is what distinguishes it from other organizations.

Research by (Miskiyah et al., 2024) on OCB is influenced by several factors, namely job satisfaction and organizational commitment. Simangunsong, et al.'s (2022) study found that most dimensions fall into the moderate category, while Bogler et al.'s (2023) study compared how OCB behavior before and after the COVID pandemic during the lockdown used seven dimensions. Husniati and Pangestuti's (2018) study on university employees using only three dimensions showed that employee OCB falls into the fairly good category. Febriyanti et al (2026) studied the description of OCB with sportsmanship results as the most dominant dimension. The above study used OCB instruments but did not conduct validity and reliability testing processes emphasizing measurability and consistency of the OCB variable, even though this is important due to different contexts. This study will conduct descriptive analysis after the statement items are declared valid so they can be measured, and reliability testing to ensure the instrument is consistent. This is what distinguishes this study from previous studies.

According to Organ (1988), Organizational Citizenship Behavior (OCB) is defined as individual behavior performed voluntarily, not covered by a formal reward system, but supporting the effectiveness of organizational functions. This definition includes two main characteristics of OCB, namely voluntary and additional. In Kontemporer, Hasibuan and Pasaribu

(2025) state that OCB is the main factor determining the effectiveness of the work team.

In the context of higher education, Nurdewati and Ellyawati (2020) show that Organizational Citizenship Behavior is a voluntary employee action that contributes to organizational effectiveness. The study shows that a work environment that supports diversity and employee involvement can enhance OCB, while also strengthening collaboration, commitment, and service quality in higher education. Kristina et al. (2025), OCB includes voluntary actions that support the smooth running of academic activities, research, and community service, going beyond the formal obligations inherent in the position. Furthermore (Miskiyah et al., 2024), show that job satisfaction and organizational commitment collectively play a role in increasing OCB in foundation-based educational institutions.

According to Organ (1988), Organizational Citizenship Behavior (OCB) is voluntary behavior that goes beyond the demands of formal roles and is not directly related to official reward systems but contributes to organizational effectiveness. This framework is used as the main foundation of research because its reliability has been widely tested and has direct alignment with the measured items developed, so each conceptual definition can become indicators and statements that can be consistently measured in the field. The five dimensions of OCB include: altruism, which is the willingness to help coercive or requested tasks voluntarily; conscientiousness, which is the willingness to carry out work responsibilities beyond minimum standards; sportsmanship, which is the attitude of accepting imperfect work results without complaint. Courtesy, which reflects concern in communication to prevent conflict. Civic virtue, which involves active participation in supporting organizational development. Based on this description, this study aims to describe the profile of these five OCB dimensions: "How are the profiles of the five dimensions of organizational citizenship behavior according to employee perceptions in Organization Z?" All statement items used in data collection are arranged based on these conceptual definitions so that each statement accurately and measurably reflects the meaning of the concept intended by Organ (1988).

## RESEARCH METHODOLOGY

This study used a descriptive quantitative *cross-sectional* survey design, with data collected once on July 6, 2026, within Organization Z. The aim is to describe the profile of employees' *Organizational Citizenship Behavior (OCB*) in five dimensions, not to test cause-and-effect relationships between variables. The research population consists of all employees of Organization Z, totaling 45 people at the time of data collection, and the unit of analysis is individual employees. The respondents involved are employees who remain available to complete the questionnaire. The researcher does not have a sample frame and did not conduct random selection. The Google Form link is distributed via institutional email to all employees, so anyone willing to fill out becomes a respondent. Of the 45 employees who received the link, 45 completed the questionnaire and the responses were suitable for analysis, resulting in a response level of (n/45x100%). Because participation depends on individual willingness, there is a potential for self-selection bias, so the results reflect the respondent group and cannot be statistically generalized to all employees of Organization Z. The instrument used was the OCB questionnaire based on the Organ dimension (1988) modified by Yovita Narwastu (2023), consisting of five dimensions (Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) with 25 items (5 items per dimension, complete list in appendix 1), which was used without changes from the original instrument. The five response choices are Always (5), often (4), sometimes (3), rarely (2), and Never (1); dimension and total scores are calculated as the average item

score range (1.00-5.00), and dimensions are categorized as "high" if the mean is ⩾ 4.21. Category boundaries are set based on class intervals, namely (highest score - lowest score)/number of categories = (5-1)/3=1.33, so the low category (1.00-2.33), medium (2.34-3.67), and high (3.68-5.00). The instrument was tested on 45 respondents, with 5 out of 25 valid items correlated item-total and Cronbach's alpha of (value) (category). The questionnaire was distributed online with explanations of purpose, voluntary nature, the right to quit at any time, and confidentiality guarantees, then respondents gave consent before filling out the form (without requesting any other identity), data was only accessed by the researcher and reported in aggregate, as well as the research was licensed by the head of Organization Z number 00302 and date 2, and ethical approval number 1178. Before validity and reliability were first tested, the collected data were analyzed using descriptive statistical methods, namely calculating average values and percentage distribution, to map the OCB profile of Organization Z employees based on these five dimensions, without testing cause-and-effect relationships between variables.

## Validity and Reliability Test Results

Validity testing was conducted using Pearson point-total correlation to ensure that each statement item can measure OCB. An item is declared valid if the calculated r is greater than the table r value of 0.301 (n=45; df n-2=43, significance level a = 0.05 two-tailed test).

**Table 1. Instrument Validity Results based on Dimensions**

| Grain | R Table | R Calculate | Ket |
|---|---|---|---|
| A1 | 0.301 | 0,597 | Valid |
| A2 | 0.301 | 0,584 | Valid |
| A3 | 0.301 | 0,641 | Valid |
| A4 | 0.301 | 0,517 | Valid |
| A5 | 0.301 | 0,527 | Valid |
| C1 | 0.301 | 0,341 | Valid |
| C2 | 0.301 | 0,405 | Valid |
| C3 | 0.301 | 0,240 | Invalid |
| C4 | 0.301 | 0,464 | Valid |
| C5 | 0.301 | 0,453 | Valid |
| S1 | 0.301 | 0,592 | Valid |
| S2 | 0.301 | 0,531 | Valid |
| S3 | 0.301 | 0,645 | Valid |
| S4 | 0.301 | 0,605 | Valid |
| S5 | 0.301 | 0,601 | Valid |
| CO1 | 0.301 | 0,564 | Valid |
| CO2 | 0.301 | 0,407 | Valid |
| CO3 | 0.301 | 0,514 | Valid |
| CO4 | 0.301 | 0,675 | Valid |
| CO5 | 0.301 | 0,683 | Valid |
| CIV1 | 0.301 | 0,479 | Valid |
| CIV2 | 0.301 | 0,622 | Valid |
| CIV3 | 0.301 | 0,772 | Valid |
| CIV4 | 0.301 | 0,608 | Valid |
| CIV5 | 0.301 | 0,282 | Invalid |

*Source: primary data processed by the researcher, 2026*

Based on the results in Table 1, 23 out of 25 items have a calculated r value greater than the table r (0.301). Two items do not meet the criteria, namely C3 (r= 0.240) and CV5 (r=0.282), thus invalid. Both items are maintained in descriptive mapping because the questionnaire is designed with five items for each dimension, so removing one item has the potential to change the instrument's structure. Considering that this study is descriptive and does not test the relationship between variables, both items are interpreted carefully and reported as limitations. As an illustration of sensitivity, the average Conscientiousness is 4.54 without C3 and 4.56 with C3, so the category and rank of the dimensions do not change. Civic virtue sensitivity analysis without CV5 was calculated after the CV1 frequency was verified.

**Table 2. Validity Results after C3 and CIV5 are removed**

| **Grain** | **R Table** | **R Calculate** | **Ket** |
|---|---|---|---|
| A1 | 0.301 | 0,601 | Valid |
| A2 | 0.301 | 0,586 | Valid |
| A3 | 0.301 | 0,643 | Valid |
| A4 | 0.301 | 0,525 | Valid |
| A5 | 0.301 | 0,541 | Valid |
| C1 | 0.301 | 0,335 | Valid |

| | | | |
|---|---|---|---|
| C2 | 0.301 | 0,383 | Valid |
| C4 | 0.301 | 0,449 | Valid |
| C5 | 0.301 | 0,448 | Valid |
| S1 | 0.301 | 0,594 | Valid |
| S2 | 0.301 | 0,533 | Valid |
| S3 | 0.301 | 0,654 | Valid |
| S4 | 0.301 | 0,618 | Valid |
| S5 | 0.301 | 0,600 | Valid |
| CO1 | 0.301 | 0,560 | Valid |
| CO2 | 0.301 | 0,397 | Valid |
| CO3 | 0.301 | 0,504 | Valid |
| CO4 | 0.301 | 0,678 | Valid |
| CO5 | 0.301 | 0,685 | Valid |
| CIV1 | 0.301 | 0,473 | Valid |
| CIV2 | 0.301 | 0,633 | Valid |
| CIV3 | 0.301 | 0,772 | Valid |
| CIV4 | 0.301 | 0,599 | Valid |

*Source: primary data processed by the researcher, 2026*

Based on the results in Table 2, it can be seen that all statement items are declared valid, so it can be said that these statements are able to measure the Organizational Citizenship Behavior (OCB) variable.

This test only confirmed the validity of 23 items, without content validity or construct validity testers. Reliability was tested with *Cronbach's Alpha* on all 25 items, resulting in an alpha of 0.861, which is greater than 0.60 (Sugiyono 2016), making the instrument overall reliable. Because the instrument consists of five dimensions, *alphas* per dimension are provided in Table 2 along with the results after C3 and CV5 are removed. High reliability reflects internal consistency, but does not by itself serve as proof of construct validity.

**Table 3. Instrument Reliability Test Results**

| Dimensions | Number of grains | Alpha | Ket. |
|---|---|---|---|
| Altruism | 5 | 0,861 | Reliabel |
| Conscientiousness | 4 | 0,655 | Reliabel |
| Sportmanship | 5 | 0,824 | Reliabel |
| Courtesy | 5 | 0,842 | Reliabel |
| Civic virtue | 4 | 0,780 | Reliabel |
| ALL Without C3 and CV5 | 23 | 0,891 | Reliabel |

*Source: primary data processed by the researcher, 2026*

## RESULTS OF RESEARCH AND DISCUSSION

### Research Respondent Profile

This study involved 45 employees of Organization Z out of a population of 50 employees, selected because their willingness to fill out online questionnaires was distributed via institutional email to all employees, resulting in a response rate of 90% 45/50. This respondent profile serves as the foundation for understanding the extent of voluntary behavior shown by employees, including behaviors that encourage optimal performance, compliance with regulations, participation in various activities, and willingness to assist colleagues. Voluntary behavior by employees to encourage optimal performance, compliance with regulations, participation in various activities, and assisting colleagues in their work can have a significant impact on organizational effectiveness.

**Table 4. Respondent Characteristics (n=45)**

| Variable | Category | Male | Women | Total |
|---|---|---|---|---|
| Length of employment | 1–5 years | 3 | 5 | 8 |
| | 6–10 years | 5 | 7 | 12 |
| | >10 years | 12 | 13 | 25 |
| Total | | 20 | 25 | 45 |
| Age | 25–35 years | 7 | 7 | 14 |
| | 36–45 years | 5 | 9 | 14 |
| | 46–55 years old | 7 | 6 | 13 |
| | 55 years old | 1 | 3 | 4 |
| Total | | 20 | 25 | 45 |

*Source: primary data processed by the researcher, 2026*

**Description of the distribution of responses and the average score of respondents' perception dimensions regarding Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior is work behavior performed voluntarily and beyond formal role obligations, not bound by the organizational reward system, but plays an important role in improving the overall effectiveness of the organization. In this section, the perception of employees in Organization Z regarding OCB is presented based on its five dimensions: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. The description of each dimension can be shown in the following tables below. Thus, the results of this study present respondents' perceptions of each OCB dimension separately, so that the behavioral characteristics that received the highest and lowest scores can be clearly seen.

**Table 5. Distribution of Responses and average scores of the Altruism dimension**

| Altruism Statement | SE | SR | KK | J | TP | Shoes | Category |
|---|---|---|---|---|---|---|---|
| 1. (A1) I am happy to assist colleagues who have heavy administrative workloads | 17 | 15 | 11 | 2 | 0 | 4,04 | High |
| 2. (A2) I am prepared to replace a colleague who is unable to attend or who is ill. | 15 | 17 | 9 | 4 | 0 | 3,96 | High |
| 3. (A3) I often take the time to teach new colleagues about work systems/procedures. | 8 | 23 | 12 | 1 | 1 | 3,80 | High |
| 4. (A4) I am willing to take the time to help new employees adapt to the work environment. | 17 | 21 | 6 | 1 | 0 | 4,20 | High |
| 5. (A5) I always strive to provide support and assistance to colleagues who are facing work problems. | 18 | 20 | 6 | 0 | 1 | 4,20 | High |
| **Overall average** | | | | | | **4,04** | **High** |

*Source: primary data processed by the researcher, 2026*

Based on Table 5, the Altruism score above shows that the Altruism Dimension has an average score of 4.04, which falls into the high category, meaning respondents show willingness to take initiative in voluntarily helping their colleagues complete tasks, not measured in this study by Pratiwi & Dewi (2023). The highest scores are found in statements A4 and A5 with scores of 4.20, indicating that respondents report willingness to take time to help employees adapt to the work environment and provide support and assistance to coworkers facing work problems. Meanwhile, according to the respondents' report, the lowest score is recorded in statement A3 with a score of 3.80, which relates to willingness to take time to teach new colleagues about work systems or procedures. Although still in the high category, this indicates that these activities indicate lower levels compared to other forms for all respondents.

**Table. 6. Distribution of Response and average scores of the Sportsmanship dimension**

| Sportsmanship Statement | SALT | SR | KK | J | TP | Shoes | Category |
|---|---|---|---|---|---|---|---|
| 1. (S1) I remain calm and do not exaggerate issues when system changes occur in Organization Z | 15 | 22 | 6 | 2 | 0 | 4,11 | High |
| 2. (Master's) I rarely share obstacles and feedback to colleagues regarding difficult work or organizational policies | 9 | 15 | 13 | 7 | 1 | 3,53 | High |
| 3. (PhD) I always try to see the positive side of every obstacle or pressure at work. | 16 | 19 | 9 | 0 | 1 | 4,09 | High |
| 4. (PhD) I am able to adapt to the limitations of existing work facilities. | 17 | 24 | 4 | 0 | 0 | 4,29 | High |
| 5. (S5) I strive for solutions rather than blaming the situation when problems arise. | 20 | 17 | 5 | 3 | 0 | 4,20 | High |
| **Overall average** | | | | | | 4,04 | High |

*Source: primary data processed by the researcher, 2026*

Based on Table 6, the Sportsmanship score above, the Sportsmanship dimension received an average score of 4.04, which falls into the high category, meaning respondents have the ability to face imperfect working conditions without expressing excessive dissatisfaction or exaggerating minor issues, and remain optimistic about policies and changes in the workplace. The highest score was recorded in statement S4 with a score of 4.29, indicating the ability to adapt to the limitations of existing work facilities. Meanwhile, the lowest score was seen in statement S2 with a score of 3.53, which relates to conveying obstacles and feedback to colleagues about difficult work or organizational policies, indicating that although employees are able to adapt to work limitations, the tendency to express complaints is still more pronounced compared to other indicators.

**Table 7. Response Distribution and average dimension score Courtesy**

| Courtesy Statement | SALT | SR | KK | J | TP | Shoes | Category |
|---|---|---|---|---|---|---|---|
| 1. ($CO_1$) I always consult with colleagues or related units before taking actions that impact them. | 21 | 22 | 2 | 0 | 0 | 4,42 | High |
| 2. ($CO_2$) I use polite and respectful language when responding to complaints from students and lecturers. | 39 | 5 | 1 | 0 | 0 | 4,84 | High |
| 3. ($CO_3$) I try to keep the work atmosphere harmonious and full of a sense of family. | 35 | 9 | 1 | 0 | 0 | 4,76 | High |
| 4. ($CO_4$) I try to prevent misunderstandings with colleagues. | 33 | 10 | 2 | 0 | 0 | 4,69 | High |
| 5. ($CO_5$) I am trying to resolve the | 32 | 11 | 2 | 0 | 0 | 4,67 | High |

| | | |
|---|---|---|
| disagreement amicably | | |
| **Overall average** | 4,68 | High |

*Source: primary data processed by the researcher, 2026*

Based on Table 7, the Courtesy score above, the Courtesy dimension obtained an average score of 4.68, which falls into the high category. This reflects the average tendency reported by respondents, namely a strong concern in maintaining good relationships with others through mutual respect, appreciation, and consideration of the impact of their actions before acting, including responding politely to complaints. The CO2 statement showed the highest score with a score of 4.84, related to the use of polite and respectful language when responding to complaints from students and lecturers. Meanwhile, the lowest score was found in the CO1 statement at 4.42, which relates to the habit of consulting with colleagues or related work units before taking actions that affect them. Although still in the high category, this indicates potential to improve consultation practices before acting. It should be emphasized that these results are based on self-report data, reflecting the perceptions and tendencies conveyed by respondents, but do not necessarily fully represent their behavior in daily life. This may be influenced by social desirability bias, which is the tendency of respondents to give answers considered more positive or meet the expected norms. In relation to this, the statement that this dimension ranks highest compared to other dimensions will be adjusted after the CO2 items are fully corrected and verified.

**Table 8. Distribution of Response and average score of the Civic virtue dimension**

| Civic Virtue Statement | SALT | SR | KK | J | TP | Shoes | Category |
|---|---|---|---|---|---|---|---|
| 1. (CV1) I always attend events or meetings organized by organizations even though I am not a committee member. | 12 | 12 | 12 | 1 | 8 | 3,42 | High |
| 2. (CV2) I actively provide constructive suggestions or ideas for the advancement of administrative services in the organization | 8 | 18 | 14 | 4 | 1 | 3,62 | High |
| 3. (CV3) I always follow information, announcements, and the latest developments regarding organizational policies. | 21 | 21 | 1 | 2 | 0 | 4,36 | High |
| 4. (CV4) I feel responsible for the organization's success. | 32 | 9 | 3 | 1 | 0 | 4,60 | High |
| **Overall average** | | | | | | 4,00 | High |

*Source: primary data processed by the researcher, 2026*

Based on Table 8, the Civic Virtue score results presented above show that the Civic Virtue dimension received an average score of 4.00, which falls into the high category, meaning respondents showed that they had a form of involvement and responsibility for the overall continuity of the organization, reflected through active participation in organizational activities or forums, although not mandatory. The highest score was obtained from CV2's statement regarding activeness in providing constructive suggestions or ideas for the

advancement of administrative services in the organization, while CV4 followed with a score of 4.60, which related to a sense of responsibility for organizational success. Meanwhile, the lowest score was found in CV1's statement, which scored 3.42 regarding attendance at organizational events or meetings despite not being a committee member, followed by CV2 with a score of 3.62 regarding activeness in providing constructive suggestions or ideas. This shows that although employee loyalty to the institution's reputation is very strong, active participation in organizational activities can still be improved.

**Discussion**

Overall, respondents recorded high scores in all five dimensions of OCB, with average scores ranging from 4.04 to 4.68. These results show respondents' perceptions of voluntary behavior that goes beyond the formal role of Organ (1988) within Organization Z. However, since the data came from 45 respondents at one time (a cross-sectional survey based on self-report), these findings cannot be read as evidence that these behaviors have been consistently formed or have an impact on organizational effectiveness. The views of Hasibuan and Pasaribu (2025) on the relationship between OCB and work team effectiveness in modern organizations therefore only serve as a conceptual reference and are not tested in this study.

The order of dimensions from highest to lowest scores is as follows: Courtesy 4.68, Conscientiousness 4.54, Civic Virtue 4.00, Sportsmanship 4.04, and Altruism 4.04. The high scores of Courtesy and Conscientiousness indicate that compliance with work rules and concern for maintaining good relationships among coworkers are the main strengths of employees in Organization Z, in line with findings by Nurdewati and Ellyawati (2020) who stated that a work environment that supports employee involvement can improve cooperation and service quality at universities. Conversely, Altruism and Sportsmanship are still in the high category, receiving relatively lower scores compared to the other three dimensions. In the Altruism dimension, willingness to help coworkers is high, but teaching new colleagues has not yet become a routine habit. Meanwhile, in the Sportsmanship dimension, the tendency to complain about organizational policies is still quite visible compared to other indicators.

The civic virtue dimension, although still in the high category, has lower scores compared to Courtesy and Conscientiousness, especially in terms of attendance at organizational activities and active participation in conveying ideas or suggestions. These findings are consistent with the view expressed by Miskiyah et al. (2024) that job satisfaction and collective organizational commitment affect OCB levels in foundation-based educational institutions, and also align with the fact that active participation in organizational activities appears to develop more slowly compared to direct and interpersonal helping behaviors.

In general, the findings of this study are consistent with previous studies stating that Organizational Citizenship Behavior contributes positively to organizational effectiveness in higher education environments (Nurdewati & Ellyawati 2020, Kristina et al., 2025). However, this study has a different approach compared to most previous studies that tend to consider OCB as a variable influenced by job satisfaction, organizational commitment, or leadership (Miskiyah et al., 2024). This study maps the OCB profile of Organizational Z employees across five dimensions (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue), so that an overview can be obtained of the dimension recording relatively higher or lower scores in this respondent group. Comparisons between dimensions are descriptive and are not inferentially tested or directly compared with other institutions. Therefore, no statistically significant differences can be drawn. This

study has several limitations. This data only covers one institution with 45 respondents out of 50 employees, so the results may not necessarily be generalized to other universities. Questionnaires were filled out voluntarily, so participating respondents may differ from those who did not. Answers based on self-assessment may be more positive than actual circumstances, and data collected only once on July 6, 2026, did not show any visible change over time, so these results only reflect respondents, not all other university employees. Further research is recommended involving more respondents from several universities using random selection of respondents including peer assessments and measuring OCB on several occasions.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

The results show that based on responses from 45 out of 50 employees, the respondents' perceptions of this study show that the level of Organizational Citizenship Behavior (OCB) in Organization Z is generally in the high category. The average scores for each dimension include Altruism recording a high category with a score of 4.04, Sportsmanship 4.04, Civic Virtue 4.00, Conscientiousness 4.54, and Courtesy 4.68, reaching the highest score of 4.68. Thus, compliance with work rules (Conscientiousness) and concern for maintaining good relationships among coworkers (Courtesy are the main strengths of OCB for employees), while willingness to help colleagues (Altruism) and active participation in Civic Virtue organizational activities are the areas with the highest potential to record relatively lower scores.

These findings are consistent with the OCB concept proposed by Organ (1988). This study, by Hasibuan and Pasaribu (2025), describes the role of OCB in work dynamics, although it does not directly test or measure team effectiveness. This study complements the study by Miskiyah et al. (2024), which placed OCB as an influential variable, focusing on descriptive mapping of OCB as an independent study. Based on these findings, it is recommended that Organization Z maintain all practices that have supported the current high OCB of employees, especially the already very strong culture of compliance (Conscientiousness) and courtesy politeness

### Suggestions

1. Organization Z is advised to maintain practices that have supported the high OCB in operating in a bound, especially a strong culture of obedience (Conscientiousness) and courtesy, through leadership exemplary behavior and appreciation of discipline and mutual respect.
2. The Altruism dimension obtained an average score of 4.04, which is the lowest among all OCB dimensions. The lowest score in this dimension was in item A3 at 3.80, although both are still in the high category, related to the willingness to teach new colleagues about work systems and procedures. Organization Z can develop a mentoring program for new colleagues that is designed in a measurable way, with targets, responsible parties, periodic mentoring schedules, implementation indicators, and evaluation at the end of the mentoring period
3. To maintain a sportsmanship score of (4.04), Organization Z is advised to provide official channels for employees to submit complaints, input, and criticism related to organizational policies. Any policy changes also need to be communicated openly, considering that the habit of complaining to coworkers still has the lowest score of (3.53)
4. To improve Civic Virtue, which is at a score of 4.00. Organization Z needs to encourage more active employee involvement in meetings, activities, and institutional decision-making processes, as well as give appreciation for ideas and suggestions presented. This step is important because attendance in organizational activities CV1 (3.42) and activeness in conveying ideas CV2 (3.62) remain the lowest indicators.

5. It is recommended to use a more representative sample for the research group, test the construct validity and reliability of each OCB dimension, and include self-report data with third-party assessments if feasible and ethical. Additionally, longitudinal or comparative designs can be applied to test the determining factors of OCB to ensure strong and reliable research results.
1. Future researchers are advised to broaden the scope of respondents and examine the factors influencing OCB, such as job satisfaction, organizational commitment, and leadership (Miskiyah et al., 2024), to gain a more comprehensive understanding of OCB among employees in higher education institutions.

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