

Exploring the Role of Organizational Culture in Developing Organizational Citizenship Behavior (OCB) through the Implementation of Learning Organization and Information Technology in SMEs

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ABSTRACT

Organizational Citizenship Behavior (OCB) refers to employees' extra-role behaviors that support the overall functioning of an organization. In the context of Small and Medium Enterprises (SMEs), the combination of a strong organizational culture, the implementation of a learning organization approach, and the utilization of Information Technology (IT) can create synergies that foster the development of OCB. The aim of this research is to explore how organizational culture can foster OCB through the implementation of a learning organization and information technology in SMEs. This study is a literature review employing a qualitative approach. Data were collected from scholarly articles obtained through Google Scholar from 1995 to 2024 using relevant keywords. The findings indicate that in the context of globalization and rapid technological advancement, the role of organizational culture, the implementation of learning organization concepts, and the use of information technology are key factors in developing OCB in MSMEs. OCB, encompassing voluntary behaviors beyond official duties, has a significant positive impact on productivity and overall organizational performance. A strong organizational culture, the principles of a learning organization, and prudent information technology usage can synergistically work to enhance OCB in SMEs.

Keywords: Organizational Culture, Organizational Citizenship Behavior (OCB), Learning Organization, Information Technology, SMEs

INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to voluntary actions undertaken by organizational members that positively contribute to the well-being and overall performance of the company (Organ, 2015). The presence of OCB is substantial within the scope of Micro, Small, and Medium Enterprises (MSMEs) as it can enhance operational performance, accelerate goal achievement, and promote an innovation culture that supports competitiveness. This phenomenon signifies the importance of individual roles in shaping an inclusive, responsive, and adaptive work environment, which in turn fosters sustainable growth and resilience of MSMEs amidst dynamic market challenges (Hamdan, 2021).

The permeability of organizational culture significantly impacts the dynamics of behavior and psychological orientation of its members. Cultures characterized by positive values, supportive norms, and inclusive structures tend to create environments where employees feel compelled to go beyond their formal duties (Alshaabani et al., 2021). Amidst the dynamics of MSMEs, where interpersonal interactions and adaptation to change are key, a profound understanding of organizational culture is not just a necessity but the essence in creating a framework that stimulates and facilitates Organizational Citizenship Behavior.

The principles of a learning organization reinforce the belief that continuous learning and adaptation are essential elements in organizational evolution. By instilling these values, MSMEs can design and develop work ecosystems that are not only dynamic but also empowering for the skills and knowledge development of employees (Tambunan, 2019). With a focus on both individual and collective growth, these principles not only strengthen the organizational adaptive capacity to environmental changes but also cultivate a culture where innovation and creativity are pursued. MSMEs, often confronted with rapid market changes, the integration of learning organization principles becomes a strategic foundation for creating competitive advantages and organizational resilience, while also positively contributing to the quality of OCB (Slater & Narver, 1995).

The role of Information Technology (IT) in supporting the learning organization paradigm cannot be overlooked. IT serves not only as a tool but also as a transformational driver that enables organizations to expand the scope, speed, and quality of learning (Diawati et al., 2023). By leveraging various tools and platforms available, IT facilitates synergistic collaboration among individuals within the organization, even in geographically separated environments (Kraugusteeliana et al., 2022). With enhanced accessibility to educational resources and information, IT creates an inclusive and dynamic learning ecosystem where knowledge can be renewed quickly and continuously (Zamiri & Esmaeili, 2024). Moreover, proper integration of IT can result in efficiency in learning processes, enhance transparency in information exchange, and promote organizational adaptation to change more rapidly and responsively (Plekhanov et al., 2022). Effective utilization of IT can provide an additional boost for employees to engage in practices that contribute positively to OCB (Vázquez-Rodríguez et al., 2021).

Indeed, the synergy rooted in the harmonization of established organizational culture, the application of learning organization principles, and the optimization of Information Technology (IT) has immense potential in supporting and accelerating the growth of OCB (Sung Jun Jo & Joo, 2011). Organizational cultures rich in values and norms that foster cooperation and shared responsibility create a solid foundation for OCB development (Kerr & Slocum, 2005). Meanwhile, the concept of a learning organization, with a focus on continuous learning and adaptation, provides an essential framework for enhancing the skills and knowledge of employees, which are key in fostering and strengthening OCB (Eisenberg et al., 2018). Furthermore, the wise and careful integration of IT expands the scope and accessibility of learning, enabling dynamic collaboration and rapid information exchange (Ausat, 2022), inherently supporting the creation of sustainable and competitive OCB.

Micro, Small, and Medium Enterprises (MSMEs) are often faced with a diverse range of challenges, including not only resource limitations but also organizational structures that are often less formal and sometimes unstructured (Ausat & Peirisal, 2021). Nevertheless, it is important to recognize that MSMEs also stand out for their high flexibility and ability to quickly adapt to environmental changes (Ausat et al., 2022). This phenomenon indicates that, despite facing limitations that may hinder growth and progress, MSMEs have intrinsic qualities that enable them to survive and even thrive amidst rapidly changing dynamics (Subagja et al., 2022). The ability to adapt quickly becomes a major strength of MSMEs, allowing them to respond to market changes, technology, and customer needs with extraordinary flexibility (Ausat & Suherlan, 2021).

Although much research has been conducted on OCB, organizational culture, learning organization, and IT separately, there is still a need for empirical research that integrates these four elements, particularly in the context of MSMEs. Therefore, the objective of this research is to

explore how organizational culture can develop OCB through the implementation of learning organization and information technology in MSMEs.

LITERATURE REVIEW

Organizational Culture

Organizational culture is a set of shared values, beliefs, norms, and practices embraced by members of an organization, shaping their identity and how they interact with one another and the external environment (Bamidele, 2022). This culture reflects how decisions are made, how conflicts are resolved, and how employees are expected to behave on a day-to-day basis. Organizational culture can influence every aspect from employee motivation to operational effectiveness and is crucial in creating a positive and productive work environment (Lonaldi, 2023). In the context of SMEs, a strong organizational culture can foster innovation, collaboration, and behaviors such as Organizational Citizenship Behavior (OCB), which support the long-term goals and sustainability of the company.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary employee behaviors that go beyond their formal job requirements and are not directly recognized or rewarded by the organization's reward system, yet overall contribute to the effectiveness and efficiency of organizational operations (Kernodle & Noble, 2013). OCB includes actions such as assisting colleagues, taking initiative to improve work processes, demonstrating loyalty and concern for the organization, and promoting a positive work environment (Bismala, 2019). These behaviors are important as they can enhance team performance, reinforce organizational culture, and create a more collaborative and productive work atmosphere, all of which are highly valuable for the long-term success of the organization.

Learning Organization

A Learning Organization is a concept in which an organization continuously expands its capacity to create the results it truly desires, fostering new and expansive patterns of thinking among its members, nurturing collective aspirations, and continuously learning to see the whole together (Visser & Tosey, 2019). Such organizations emphasize the importance of learning at every level, be it individual, team, or the organization as a whole, to address the ever-changing business environment's changes and complexities. By facilitating continuous learning and adaptation, a learning organization enables its members to be more innovative, responsive, and effective in achieving strategic goals, ultimately strengthening the organization's competitiveness and sustainability (Sulaeman et al., 2023).

Information Technology (IT)

Information Technology (IT) is the field encompassing all forms of technology used to create, store, manipulate, and communicate information (Manda HM & Abidin, 2023). IT includes hardware, software, network systems, and digital infrastructure that enable efficient data management and electronic communication (Kraugusteeliana, 2023). In a business context, IT is used to enhance productivity, expedite decision-making processes, optimize operations, and support innovation through the utilization of data and digital applications (Purnama & Rusmini, 2023). This technology also enables remote collaboration, automation of routine tasks, and increased access to information, all of which contribute to enhancing organizational performance and competitiveness in an increasingly interconnected and complex global market (Ryketeng et al., 2023).

Small and Medium-sized Enterprises (SMEs)

SMEs, short for Small and Medium-sized Enterprises, are businesses categorized based on the scale of their operations, including the number of employees and annual revenue (Yani et al., 2023). Micro-enterprises typically have fewer than ten employees, small enterprises have 10 to 49 employees, and medium enterprises have 50 to 249 employees. SMEs play a vital role in the

economy, especially in creating job opportunities, driving innovation, and contributing to the GDP (Ohara et al., 2024). They often operate with limited resources but have high flexibility to adapt to market changes (Risdiyanto et al., 2023). SMEs also face unique challenges, such as limited access to financing, technology, and broader markets, yet remain the backbone of the local and national economy (Sunarso et al., 2023).

RESEARCH METHOD

This research adopts a literature review approach with a qualitative methodology aimed at exploring the role of organizational culture in developing Organizational Citizenship Behavior (OCB) through the implementation of learning organization and information technology in SMEs. Data were collected from scholarly articles obtained through Google Scholar during the period 1995-2024, using relevant keywords such as “organizational culture,” “OCB,” “learning organization,” “information technology,” and “SMEs.” From the initial search results, 70 relevant articles were identified, but after a rigorous selection process based on relevance, quality, and contribution to the research topic, 44 articles were selected for further analysis. Data analysis was conducted descriptively by reading and understanding each article, identifying main themes, and integrating findings related to organizational culture, learning organization, information technology, and OCB. The results of the analysis are presented in narrative form, illustrating the relationships between these variables and providing concrete examples and insights found in the literature. Through this method, the research aims to make a significant theoretical contribution and provide practical guidance for SMEs in developing OCB through strong organizational culture, learning organization, and leveraging information technology.

RESULTS AND DISCUSSION

In the era of globalization characterized by rapid advancements in information technology, the role of organizational culture in advancing Organizational Citizenship Behavior (OCB) has become a primary concern for numerous organizations, especially those operating at the micro, small, and medium enterprise (MSME) scale. Careful research into the complex interaction between organizational culture, the implementation of learning organization principles, and the utilization of information technology is essential in efforts to enhance OCB in the MSME sector, given the continuously evolving context.

To delve deeper into understanding OCB, first and foremost, we need to reflect on its underlying concept. Organizational Citizenship Behavior (OCB) refers to a series of voluntary behaviors that go beyond the formal obligations expected of individuals within an organizational entity (Organ, 2018). These behaviors include, among others, providing assistance to colleagues without being asked, actively participating in organizational activities, and making proactive contributions to achieving organizational goals. OCB, in its broad context, encompasses not only concrete actions but also considers the psychological and emotional dimensions of individuals in the workplace. The presence of OCB has been shown to have a significant positive impact on individual productivity and job satisfaction, as well as on overall organizational performance, affirming its highly important role in modern organizational dynamics (Sevi, 2010).

Within the framework of MSMEs, the role of organizational culture plays a crucial role in shaping and reinforcing Organizational Citizenship Behavior (OCB). The presence of a strong and reputable organizational culture, such as a culture of close collaboration, trust-building, and ingrained fairness, is key to encouraging MSME employees to demonstrate higher levels of OCB (Huhtala et al., 2013). When solid values of collaboration, genuine mutual respect, and strong shared responsibility are embedded in the overall structure of organizational culture, individuals within MSME entities tend to feel emotionally and cognitively connected to their organizations, thereby encouraging them to contribute more broadly and significantly, surpassing the boundaries of their formal duties. In this environment, organizational culture becomes a catalyst for the formation and enhancement of OCB, strengthening the network of engagement between individuals and the organization within the overall dynamics of MSMEs (Park & Doo, 2020).

The next crucial step is understanding the concept of the learning organization, which serves as a primary pillar in supporting the development of an organizational culture conducive to Organizational Citizenship Behavior (OCB). A learning organization emphasizes the importance of continuous learning processes, dynamic adaptation, and innovation as integral elements of the organizational culture structure (Popova-Nowak & Cseh, 2015). Within the realm of MSMEs, the application of learning organization principles enables businesses to enhance responsiveness to changes in the ever-changing business environment, accelerate the pace of organizational learning cycles, and develop a learning culture that motivates employees to actively engage in self-improvement processes and enhance overall organizational quality. The learning organization serves as a solid foundation for the growth, adaptation, and sustainability of MSMEs in facing complex challenges in the contemporary era (Aly, 2016).

However, to effectively support the implementation of the learning organization concept, the role of information technology is crucial. Information technology, encompassing various tools such as knowledge management systems, online collaboration platforms, and mobile applications, can serve as powerful instruments in facilitating learning processes, knowledge sharing, and enhancing employee engagement in organizational learning dynamics. Through wise utilization of information technology, MSMEs can create an environment where access to learning becomes easier, interactions become more interactive, and learning becomes more integrated with day-to-day operational tasks. Information technology serves as the foundation that enables MSMEs to develop and adapt dynamically amidst the rapid changes in the global business world (Nurcaya et al., 2022).

In conducting this exploration, it is important to understand how the interaction between organizational culture, learning organization, and information technology can shape complex yet highly potential dynamics for the development of OCB in SMEs.

One essential initial step is to strengthen the foundation of organizational culture, which should be consistently cultivated from the highest leadership levels to the lower echelons within the organizational structure. SME leaders play a central and undisputed role in shaping and maintaining a culture that promotes high organizational citizenship practices. As primary agents responsible for the direction and identity of the organization, they are expected to be living examples of cherished values, including synergistic teamwork, unwavering integrity, and transparent openness. Strong and authentic leadership can influence the attitudes and behaviors of other employees, laying a solid groundwork for the development of an inclusive and citizenship-oriented organizational culture (Graciana et al., 2024).

The next step is to Implement the principles of a learning organization, which requires steadfast commitment from all levels within the organizational structure. SMEs need to build and maintain an environment conducive to learning processes, both through the provision of formal training and through the empowerment of informal learning in day-to-day activities. To achieve this, consistent and structured support is needed in terms of knowledge sharing, reflection on experiences, and experimentation in exploring new ideas. With this coordinated and integrated approach, a sustainable learning culture can thrive and develop, becoming a robust foundation for innovation, adaptation, and long-term growth within the evolving dynamics of SMEs (Rusliati & Mulyaningrum, 2020).

The third crucial step is the wise integration of information technology within the context of organizational learning processes. SMEs must be able to carefully select and implement information technology that aligns with their specific needs and organizational capacities. Beyond merely selecting platforms or tools, it is important to consider adequate training aspects for employees so that they can fully leverage technology to support learning and collaboration within the organization. With a directed and focused approach, the integration of information technology can be key to strengthening SMEs' capabilities in responding to rapidly and effectively changing business environments, and forming a solid foundation for long-term growth and innovation (Loo et al., 2023).

The next step demands the importance of regularly evaluating and monitoring efforts to develop Organizational Citizenship Behavior (OCB). Through systematic evaluation tools covering

various aspects, including organizational culture, organizational learning processes, and the utilization of information technology, SMEs can accurately identify areas needing improvement and direct their resources and energy towards more productive and effective endeavors. A directed and sustainable evaluation process will lay a solid foundation for continuous improvement in OCB practices, providing a strong basis for SMEs to thrive and innovate in dynamic and competitive business environments (Turnipseed & Turnipseed, 2013).

As a final essential step, cross-stakeholder collaboration, involving organizational leaders, employees, and IT experts, is a key factor in ensuring success in efforts to develop Organizational Citizenship Behavior (OCB) through the implementation of organizational culture, learning organization concepts, and information technology. By engaging all parties actively in this development process, SMEs can shape and maintain an inclusive, innovative, and results-oriented environment that provides long-term benefits for the organization and all employees. Through close and synergistic collaboration among various stakeholders, SMEs can expand their influence and reach, creating a stable foundation for sustainable growth in a rapidly changing and unpredictable business world (Martínez-Peláez et al., 2023).

Therefore, this exploration highlights the urgency of an integrated and sustainable approach in developing Organizational Citizenship Behavior (OCB) among SMEs, which includes the integration of key elements such as strong organizational culture, learning organization concepts, and the utilization of information technology. By committing firmly to this approach and implementing a holistic approach, SMEs have the potential to strengthen their overall organizational performance. Moreover, this approach also has the potential to increase employee satisfaction levels, which in turn can have a positive impact on productivity and employee retention. By strengthening their position in an increasingly competitive market, SMEs can expand their influence and reach, creating a stable foundation for sustainable growth in an era of dynamic and unforeseen business challenges.

Table 1. Development of OCB in MSMEs: The Role of Culture, Learning, and Technology

No	Aspects	Key Findings
1	Organizational Citizenship Behavior (OCB)	OCB refers to voluntary behaviors that exceed individuals' official duties within an organization (Contributes to productivity, job satisfaction, and overall organizational performance).
2	Organizational Culture	Strong organizational culture, such as a culture of cooperation and trust, can strengthen OCB in SMEs.
3	Learning Organization	Implementation of learning organization principles supports the development of a learning culture that enhances OCB in SMEs
4	Information Technology	The use of information technology can facilitate learning, knowledge sharing, and increase employee engagement in OCB.
5	Leadership Role	SME leaders play a crucial role in shaping an organizational culture that supports OCB.
6	Organizational Commitment	Commitment from all levels of the organization is needed to support the implementation of learning organization principles.
7	Technology Integration	Information technology integration should be done wisely in the organizational learning process in SMEs.
8	Evaluation and Monitoring	Regular evaluation is necessary to identify areas for improvement and direct more effective OCB development efforts.
9	Collaboration	Collaboration among stakeholders is key to the success of OCB development in SMEs.

CONCLUSION

In the context of globalization and rapid advancements in information technology, the role of organizational culture, implementation of the concept of a learning organization, and the use of information technology become crucial factors in developing Organizational Citizenship Behavior (OCB) in Small and Medium-sized Enterprises (SMEs). OCB, encompassing voluntary behaviors that exceed formal job duties, has a significant positive impact on productivity and overall organizational performance. A strong organizational culture, principles of a learning organization, and wise utilization of information technology can synergistically work to enhance OCB in SMEs. Some recommendations based on the findings of this research include: 1. UMKM leaders need to lead by example in demonstrating desired behaviors and implementing an organizational culture that values organizational citizenship. 2. UMKM should create a supportive learning environment by providing systematic support for knowledge sharing, reflection, and experimentation. 3. The use of information technology should be integrated wisely by providing adequate training to employees in utilizing such technology. 4. Regular evaluation and monitoring are necessary to identify areas that need improvement in OCB development. 5. Collaboration among various stakeholders, including organizational leaders, employees, and IT experts, is key to ensuring success in developing OCB. With an integrated and sustainable approach, UMKM can strengthen their organizational performance, enhance employee satisfaction, and solidify their position in the competitive market.

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