

OCB Makeover: Turning Passive Presence into Proactive Contribution

Chintia Noviola Pitensah^{1*} & Alimatus Sahrah²

^{1,2}Faculty of Psychology, Universitas Mercu Buana Yogyakarta

E-mail: ¹chintianovielap@gmail.com, ²alin@mercubuana-yogya.ac.id

*Corresponding Author

Abstract. Organizational Citizenship Behavior (OCB) is a critical component in fostering teamwork, building a positive organizational climate, and driving collective performance. Yet, many employees, especially those in operational roles, demonstrate low to moderate levels of OCB, which can hinder organizational effectiveness. While previous research has largely explored personality traits or leadership influences on OCB, limited studies have tested structured interventions designed to enhance OCB by developing proactive behavior in employees. This study addresses this gap by implementing a proactive personality training program and evaluating its impact on OCB among employees in a production unit. Using a quasi-experimental design, the training was delivered to a group of employees identified with low to moderate OCB levels, while a comparable group served as a control. OCB was assessed before and after the intervention using a validated measurement tool. The results showed clear improvements in OCB following the training, with trained employees demonstrating more cooperative, helpful, and initiative-driven behaviors in the workplace. These findings suggest that proactive personality traits can be cultivated through training and have meaningful effects on organizational functioning. This study offers a practical and scalable strategy to promote prosocial workplace behavior and contributes a novel perspective to intervention-based OCB research.

Keywords : *Organizational Citizenship Behavior, Proactive Personality, Employee Development, Psychological Training Intervention, Quasi-Experimental Design*

Introduction

The advent of the Fourth Industrial Revolution has been marked by extraordinary developments in technology and modern industry. Companies that thrive in this era are often those engaged in the creative industry, such as advertising service providers. In his book *Marketing Revolution*, Tung Desem Waringin emphasizes that the most crucial aspect of a business lies not in its offices, technology, or products, but in the offer itself (Waringin, 2008). Data from Statistics Indonesia (BPS, 2021) reveal that the majority of tech-savvy individuals in Indonesia are from Generation Z, indicating a vast potential market for digital advertising.

One of the companies operating in this creative media industry is PT X, which has been active since 2013. PT X offers professional services in video and photo advertising production, as well as social media management. As of April 2024, the company employs 33 professionals across various departments, including the Social Media Marketing & Creative Division, Production Division, Post-Production Division, Design & 3D Motion Division, HRGA, Finance, and IT. The Production Division plays a crucial role in producing high-quality content, ranging from imagery and video to infographics and other visual outputs. Roles within this division include production manager, videographer, photographer, assistant cameraman, Drone Pilot, and Assistant Producer. These professionals oversee the entire production process, from planning to execution, collaborating closely with clients and other teams to ensure that projects meet their objectives and requirements.

However, PT X has faced multiple challenges, including the need to adapt to new technologies, intense market competition, and limited creative exploration during visual production. These factors have impacted client satisfaction and the number of creative projects since 2022. Each position within the Production Division carries distinct responsibilities. To function effectively as a team, employees must foster a willingness to assist one another beyond their formal job descriptions and strive to exceed organizational expectations. This kind of behavior aligns with the concept known as Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) refers to individual behaviors that are voluntary, not formally directed, and not linked to the organization's official reward systems, yet contribute significantly to the efficiency and effectiveness of organizational functioning (Organ, 2005). OCB supports cross-functional coordination and helps identify employees who are highly committed to their organization and consistently perform well (Organ, 2005). The dimensions of OCB, as described by Organ et al. (2005), are as follows:

a. *Altruism*

This dimension refers to discretionary behaviors where employees help colleagues experiencing difficulties, either in work-related tasks or personal matters. Examples

include voluntarily substituting for an absent colleague or offering assistance to coworkers with heavy workloads.

b. *Conscientiousness*

This refers to behaviors that exceed basic organizational expectations, such as arriving early to prepare for work or adhering strictly to rules without being prompted. These actions are not mandated but reflect personal initiative and responsibility.

c. *Sportsmanship*

This dimension involves the ability to tolerate less-than-ideal conditions in the workplace without complaining. Employees who score high in sportsmanship help foster a positive atmosphere, encourage civility, and contribute to a more enjoyable working environment.

d. *Courtesy*

Courtesy involves maintaining good relationships with coworkers to avoid interpersonal conflict. It includes keeping others informed of changes and being considerate of their time and responsibilities.

e. *Civic Virtue*

This includes active involvement in organizational affairs, such as staying updated with company developments, recommending operational improvements, and safeguarding organizational resources. It reflects a sense of responsibility and engagement beyond one's primary duties.

According to Robbins (2013), OCB encompasses behaviors that fall outside formal job obligations but support the organization's effective functioning. Frances et al. (2004) further define OCB as discretionary behavior that goes beyond formal job requirements and enhances organizational effectiveness. These behaviors include helping others, volunteering for additional tasks, and following workplace rules and procedures. Such actions exemplify prosocial behavior—positive, constructive, and helpful conduct in the workplace (Aldag & Resckhe, 1977). In summary, OCB consists of voluntary behaviors that prioritize the interests of the organization, are not explicitly required, and are not directly tied to formal reward systems. To gain practical insights, the researcher conducted interviews with four employees from the Production Division, each holding different roles.

"...To be honest, I rarely offer help to other teams. Even just keeping up with our own production deadlines is already a lot. I also get frustrated with last-minute creative direction changes from the Creative Team. I understand it's usually at the client's request, but I wish they would negotiate more tactfully to reach a win-win solution instead of just agreeing to everything. These things really affect our motivation on the Production Team. I end up frequently arguing with the Creative and Post-Pro teams..." (GM, Head of Production)

"...I prefer not to assist other teams because I need to ensure my own team meets the stock list targets on time. Sure, I know some of us often disagree with the Creative Team, but I personally try not to get involved. I don't want to make things more complicated..." (OP, Assistant Cameramen)

"...Since I graduated from high school, I don't have a strong background in camera work. I usually just try to learn independently through YouTube and other platforms. I understand that my colleagues don't always have time to teach, but they're still willing to answer my questions. Our team's morale really depends on the schedule—when it's packed, we often sigh collectively. Honestly, many team members arrive late to the office, mostly because we work overtime and finish late the day before..." (DS, Assistant Production)

"...Maybe the relationship between the Production Team and the Creative/Post-Pro Divisions isn't great, but within our own inner circle, we're pretty close. Personally, I'm not interested in joining non-mandatory company events. I'd rather go home and rest—we're always exhausted from the packed schedule..." (KV, Photographer)

These interviews reveal that employees in the Production Division have yet to exhibit strong organizational citizenship behavior. To function optimally, the organization needs its employees to voluntarily contribute beyond their prescribed roles. Thus, an intervention is needed, such as structured organizational evaluation. One such intervention is training aimed at developing proactive personality traits. Proactive personality includes four key dimensions: Opportunity Seeking, Taking Initiative, persistence, and Self-Starting. These dimensions form the basis for enhancing organizational citizenship behavior among employees.

Based on the training needs analysis, several gaps were identified between the current state and the expected behavior of employees in the Production Division. These gaps included

a lack of clarity in executing work programs, low responsiveness and willingness to assist coworkers, and discomfort in interacting with others, which hinders the exchange of ideas. To address these issues, training material focused on Opportunity Seeking will be delivered. Additional gaps were found in employees' reluctance to take on tasks beyond their formal responsibilities and in their struggle to maintain positive relationships with colleagues. This has led to frequent conflicts and a lack of tolerance for less-than-ideal working conditions. To mitigate these issues, training on Taking Initiative will be provided.

Production employees also displayed poor discipline and difficulty in problem-solving due to limited responsibility-taking. In response, training on persistence and self-starting will be conducted. These four dimensions of proactive personality will serve as the foundation for developing more constructive and collaborative workplace behavior aligned with Organizational Citizenship Behavior (OCB). In recent decades, extensive research has examined the influence of proactive personality on Organizational Citizenship Behavior (OCB). Li et al. (2010) explored how proactive personality impacts job satisfaction and OCB through interpersonal relationships. Their findings suggest that individuals with proactive personalities are more likely to build and maintain positive relationships, which in turn enhance job satisfaction and promote citizenship behaviors.

Kisamore, Liguori, Muldoon, and Jawahar (2014) investigated how personality, conflict, and competence interact to affect OCB. Their study highlighted how specific personality traits and individual competencies either facilitate or hinder one's ability to manage conflict, ultimately shaping levels of OCB. Hsiao and Wang (2020) examined proactive personality and job performance among athletic trainers, identifying OCB as a mediating factor. Their research concluded that athletic trainers with higher proactive personality scores demonstrated stronger OCB, which then contributed to better job performance.

Zaman and Bilal (2021) also found that proactive personality significantly predicts OCB, with job engagement serving as a mediator. Their work emphasized that individuals with high proactive tendencies are more engaged at work, which, in turn, leads to increased organizational citizenship. Several links can be identified between the dimensions of proactive personality and the dimensions of Organizational Citizenship Behavior (OCB):

a. Opportunity Seeking

Opportunity seeking involves actively identifying and creating new opportunities, both in organizational tasks and personal initiatives. Li et al. (2010) indicated that individuals who actively seek opportunities are more likely to exhibit altruistic behaviors by helping colleagues with work-related or personal issues. Therefore, employees high in opportunity seeking tend to demonstrate OCB in the form of altruism.

b. Taking Initiative

Taking initiative dimension refers to proactively initiating changes or new projects without being instructed. Fuller et al. (2012) found that employees who frequently take initiative are more inclined to participate in civic virtue, such as engaging in organizational discussions and decision-making. Hence, those with strong initiative are more likely to display civic-oriented OCB.

c. Persistence

Persistence reflects an individual's perseverance in completing tasks and facing challenges. Bateman and Crant (1993) observed that persistent individuals are more likely to demonstrate conscientious behaviors, such as punctuality, adherence to rules, and thorough task execution. Therefore, persistence is closely associated with conscientiousness in OCB.

d. Self-Starting

This refers to the ability to initiate tasks independently without external supervision. Morrison and Phelps (1999) reported that self-starting individuals tend to show higher levels of sportsmanship, such as tolerating less-than-ideal conditions without complaints and maintaining a constructive attitude. Thus, self-starters are more inclined to engage in sportsmanship-related OCB.

Given the practical and behavioral challenges observed among employees in the Production Division of PT X, including limited interdepartmental collaboration, resistance to initiative-taking, and insufficient discretionary effort beyond job descriptions, there is an urgent need to address how such gaps in organizational citizenship can be systematically improved. While Organizational Citizenship Behavior (OCB) has long been recognized as essential for enhancing organizational climate, cooperation, and performance, it is often perceived as an incidental or personality-driven phenomenon rather than as a capacity that

can be intentionally developed. This assumption poses a limitation for organizations operating in dynamic and high-demand environments, such as creative industries, where adaptive, prosocial, and cooperative behavior must be consistently demonstrated under pressure. In this context, the present study offers a timely and practical response by positioning proactive personality not merely as a static trait, but as a psychological resource that can be activated and enhanced through targeted intervention.

What distinguishes this study is its shift from a predominantly correlational perspective to an experimental approach that directly examines whether proactive personality traits can be strengthened through structured training, and whether such development leads to measurable increases in OCB. Prior studies have largely explored indirect associations through mediating variables such as interpersonal relationships, job engagement, or affective commitment, with little emphasis on whether personality-oriented training can yield behavioral change. The Creative ProActive Training program developed in this study is uniquely grounded in experiential learning methods and adapted to the real-world context of production employees in the creative media industry, making it both theoretically and practically significant. Therefore, this study hypothesizes that participation in the Creative ProActive Training intervention will lead to a significant increase in Organizational Citizenship Behavior among employees in the Production Division of PT X.

Method

The training program was titled Creative ProActive Training, a psychological intervention employing a quasi-experimental research design with a pretest-posttest control group model. According to Sugiyono (2010), this design involves forming two groups: an experimental group and a control group. Both groups are given a pretest, after which the experimental group receives the intervention, while the control group does not.

This intervention focused on enhancing the independent variable, proactive personality, through a structured training program. The training delivery incorporated a variety of methods, including lectures, paper-based assignments, audiovisual materials, games, role-play, presentations, focused group discussions, case studies, and reflective sharing (Lawson, 2006). These methods were implemented over the course of three training

sessions. The training participants consisted of seven employees from the Production Division who had demonstrated low to moderate levels of OCB. The participant profiles are as follows:

Table 1.
Participant Profiles

Initials	Gender	Age	Education	Tenure
AI	Male	31	High School/Vocational	1 Years
DS	Male	24	High School/Vocational	3 Years
FN	Male	25	High School/Vocational	4 Years
GM	Male	33	Bachelor's Degree	7 Years
HW	Male	29	Bachelor's Degree	5 Years
JB	Male	29	Bachelor's Degree	6 Years
RA	Male	24	Bachelor's Degree	2 Years
Total				7 Employees

The effectiveness of the training was measured using an Organizational Citizenship Behavior scale. This scale was a modified version of the OCB instrument developed by Tawil (2022), which itself was adapted from Bies (1989). The final scale consisted of 26 items covering the five key dimensions of OCB, Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue, as conceptualized by Podsakoff, MacKenzie, Moorman, and Fetter (1990, as cited in Organ, 2006). For hypothesis testing, a paired-sample t-test was employed (Sugiyono, 2013). This statistical analysis compared pretest and posttest OCB scores of the experimental group to determine whether a significant difference existed following the training intervention.

Result

Based on the data analysis using a paired-sample t-test, the average OCB score of participants before undergoing the training was 55.86. After the training, the average score increased to 98.43. The analysis revealed a t-value of -16.556 (with a t-table value of 2.447) and a significance (2-tailed) of .000. These results indicate a statistically significant difference in the organizational citizenship behavior of employees in the Production Division of PT X before and after participating in the training program:

Table 2.

Result of Paired-Sample t-test

Variable	Mean Score	Mean Difference	SD	t-value	t-table	Sig. (2-tailed)
Pretest	55.86	-42.571	6.803	-16.556	2.447	.000
Posttest	98.43					

Overall, all participants demonstrated increased OCB scores after undergoing the Creative ProActive Training program. When comparing the pretest and posttest scores of the experimental group, every subject showed measurable improvement. The training resulted in a 76.21% increase in OCB scores among participants, indicating a notable impact of the proactive personality training on employee behaviour as shown in Figure 1.

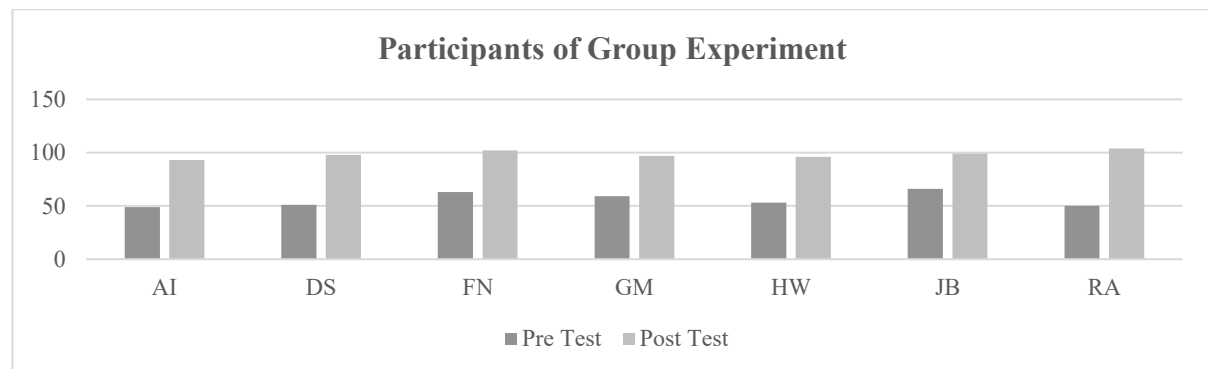


Figure 1. Average Scores from Training Evaluation

The training program also included an evaluation component aimed at identifying its strengths and areas for improvement. This evaluation used an instrument developed by the author, based on Kirkpatrick's (2009) four-level model. The results are shown in the following chart as Figure 2:

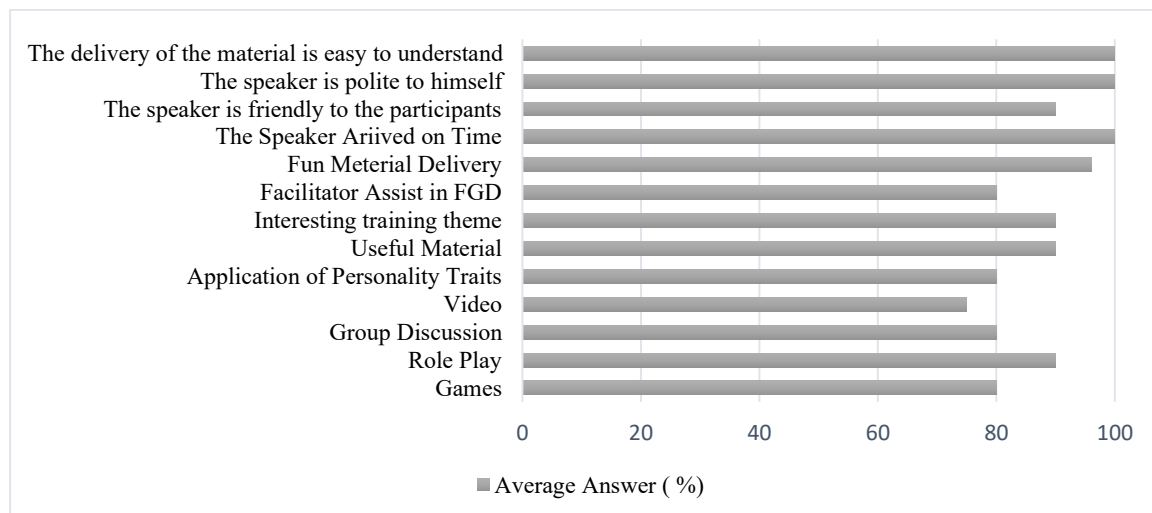


Figure 2. Average Scores from Training Evaluation

Discussion

The evaluation results suggest that the training was well-received. The lowest average score (82.3%) was recorded for the video learning materials, while the highest ratings were given to the trainer's delivery, attitude, and punctuality in conducting the sessions. The score differences before and after training can be attributed to several factors. Notably, the Creative ProActive Training program utilized an experiential learning approach in which participants actively engaged in training activities (Kolb, 2015). The training sessions were designed based on Kolb's four-stage experiential learning cycle: (1) concrete experience, (2) reflective observation, (3) abstract conceptualization, and (4) active experimentation. These stages were translated into practical training activities centered on the four dimensions of proactive personality.

Through this experiential approach, participants were able to reflect on and better understand their personal traits in relation to proactive behaviour. Research by Baker and Robinson (2016) supports the effectiveness of experiential learning, showing that it can lead to enhanced creativity and deeper understanding during the learning process. The findings of this study are consistent with existing literature, including the work of Bateman & Crant (1993), Crant (2000), and Li et al. (2010), who reported a positive correlation between proactive personality and OCB. Additional studies also reinforce this link. For instance, Husnaniah (2019) found that proactive personality significantly influenced OCB among employees of BPD DIY Syariah.

Fuller et al. (2012) observed that individuals with proactive personalities tend to show courteous behavior toward coworkers and subordinates, behavior aligned with OCB. Thomas et al. (2010) highlighted the role of proactive personality in fostering extra-role behavior, while Jafri (2010) found that proactive individuals are more likely to engage in work beyond formal job duties. Each dimension of OCB is closely related to aspects of proactive personality. For example, Altruism is associated with Opportunity Seeking, as proactive individuals often look for ways to help others and improve the work environment (Organ & Ryan, 1995). Conscientiousness aligns with Taking Initiative and Persistence, as proactive individuals go beyond expectations and remain focused and responsible in their work. Sportsmanship is linked to Self-Starting, since proactive individuals tend to remain positive and resilient even in less-than-ideal circumstances (Podsakoff et al., 2000). Courtesy is fostered through Opportunity Seeking, as proactive individuals seek to build and maintain positive interpersonal relationships (Williams & Anderson, 1991). Civic Virtue is reflected in Taking Initiative and Persistence, with proactive individuals showing strong commitment to their organization's goals and actively contributing to improvement efforts (Bateman & Organ, 1983)

Conclusion

Based on the Training Needs Analysis (TNA), the primary issues identified among employees in the Production Division of PT X include a lack of initiative in helping others, reluctance to support colleagues in completing tasks, limited awareness of less-than-ideal working conditions, insufficient effort to stay updated on organizational developments, and general disengagement from company activities due to time constraints. To address these challenges, a tailored training program titled Creative ProActive Training was designed. The program focused on developing four core dimensions of proactive personality: Opportunity Seeking, Taking Initiative, Persistence, and Self-Starting. These dimensions were selected to address the observed behavioral gaps and encourage employees to adopt behaviors aligned with Organizational Citizenship Behavior (OCB). An evaluation of the training program showed that most participants found the delivery engaging and easy to understand. Trainers and facilitators were perceived as friendly and respectful, and the training materials were considered relevant, applicable, and valuable. The use of diverse methods, including video

content, group discussions, games, and role-playing, was praised for helping participants internalize the material. Statistical analysis of the pretest and posttest results from seven participants revealed a significant increase in OCB scores following the training. These findings confirm that the Creative ProActive Training program had a meaningful and positive impact on enhancing organizational citizenship behavior among employees in the Production Division of PT X.

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