



## ANALYSIS OF DETERMINANTS FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN POST-MERGER SHARIA BANKS

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### ABSTRACT

**Purpose:** This study investigates the determinants of Organizational Citizenship Behavior (OCB), focusing on the relationship between Organizational Culture, Organizational Commitment, Career Development, and OCB.

**Method:** Using a Literature Review approach, this study analyzes scholarly articles published from 2016 to 2020 to identify gaps in research and explore the mediation effect of Career Development on the relationship between Organizational Culture and Organizational Commitment in influencing OCB.

**Results and conclusion:** The findings highlight the importance of Organizational Culture, Organizational Commitment, and Career Development in shaping OCB. While existing literature extensively examines OCB's relationship with organizational factors, such as culture and commitment, this study emphasizes the need for further research on the mediating role of career development. It also suggests that OCB is influenced by changes in organizational strategy and the implementation of human resource management practices, particularly in Indonesian companies.

**Research implications:** The study provides theoretical insights into OCB determinants and practical implications for organizational management in fostering OCB. It underscores the significance of considering career development alongside cultural and commitment factors.

**Originality/value:** This research contributes to the literature by addressing gaps in research and emphasizing the importance of career development in shaping OCB. It offers valuable insights for organizational management and contributes to the advancement of knowledge in organizational behavior and human resource management.

**Keywords:** Organizational Citizenship Behavior, Organizational Culture, Organizational Commitment, Career Development, Human Resource Management.

### ANÁLISE DOS FATORES DETERMINANTES QUE AFETAM O COMPORTAMENTO DE CIDADANIA ORGANIZACIONAL EM BANCOS SHARIA PÓS-FUSÃO

### RESUMO

**Objetivo:** Este estudo investiga os determinantes do Comportamento de Cidadania Organizacional (CCO), com foco na relação entre Cultura Organizacional, Comprometimento Organizacional, Desenvolvimento de Carreira e CCO.

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**Método:** Usando uma abordagem de revisão da literatura, este estudo analisa artigos acadêmicos publicados de 2016 a 2020 para identificar lacunas na pesquisa e explorar o efeito de mediação do desenvolvimento de carreira na relação entre a cultura organizacional e o comprometimento organizacional na influência do CCO.

**Resultados e conclusão:** Os resultados destacam a importância da cultura organizacional, do comprometimento organizacional e do desenvolvimento de carreira na formação da BCO. Embora a literatura existente examine amplamente a relação da CCO com fatores organizacionais, como cultura e comprometimento, este estudo enfatiza a necessidade de mais pesquisas sobre a função mediadora do desenvolvimento de carreira. Ele também sugere que a CCO é influenciada por mudanças na estratégia organizacional e pela implementação de práticas de gestão de recursos humanos, especialmente em empresas indonésias.

**Implicações da pesquisa:** O estudo fornece percepções teóricas sobre os determinantes da BCO e implicações práticas para a gestão organizacional na promoção da BCO. Ele ressalta a importância de considerar o desenvolvimento da carreira juntamente com fatores culturais e de comprometimento.

**Originalidade/valor:** Esta pesquisa contribui para a literatura ao abordar lacunas na pesquisa e enfatizar a importância do desenvolvimento de carreira na formação da CCO. Ela oferece percepções valiosas para a gestão organizacional e contribui para o avanço do conhecimento em comportamento organizacional e gestão de recursos humanos.

**Palavras-chave:** Comportamento de Cidadania Organizacional, Cultura Organizacional, Comprometimento Organizacional, Desenvolvimento de Carreira, Gestão de Recursos Humanos.

## ANÁLISIS DE LOS FACTORES DETERMINANTES QUE AFECTAN EL COMPORTAMIENTO DE LA CIUDADANÍA ORGANIZATIVA EN LOS BANCOS DE LA SHARIA POSTERIORES A LA FUSIÓN

### RESUMEN

**Propósito:** Este estudio investiga los determinantes del Comportamiento Ciudadano Organizacional (OCB), centrándose en la relación entre la Cultura Organizacional, el Compromiso Organizacional, el Desarrollo de Carrera y el OCB.

**Método:** Utilizando un enfoque de Revisión de Literatura, este estudio analiza artículos académicos publicados de 2016 a 2020 para identificar lagunas en la investigación y explorar el efecto de mediación del Desarrollo de Carrera en la relación entre la Cultura Organizacional y el Compromiso Organizacional para influir en la OCB.

**Resultados y conclusión:** Los hallazgos destacan la importancia de la cultura organizacional, el compromiso organizacional y el desarrollo profesional en la configuración de la OCB. Si bien la literatura existente examina ampliamente la relación de la OCB con factores organizacionales, como la cultura y el compromiso, este estudio enfatiza la necesidad de realizar más investigaciones sobre el papel mediador del desarrollo profesional. También sugiere que la OCB se ve influida por los cambios en la estrategia institucional y la aplicación de prácticas de gestión de los recursos humanos, en particular en las empresas indonesias.

**Implicaciones de la investigación:** El estudio proporciona conocimientos teóricos sobre los determinantes de la OCB y las implicaciones prácticas para la gestión organizacional en el fomento de la OCB. Subraya la importancia de considerar el desarrollo profesional junto con factores culturales y de compromiso.

**Originalidad/valor:** Esta investigación contribuye a la literatura al abordar las brechas en la investigación y enfatizar la importancia del desarrollo profesional en la configuración de la OCB. Ofrece información valiosa para la gestión organizativa y contribuye al avance del conocimiento en el comportamiento organizacional y la gestión de recursos humanos.

**Palabras clave:** Comportamiento Ciudadano Organizacional, Cultura Organizacional, Compromiso Organizacional, Desarrollo de Carrera, Gestión de Recursos Humanos.

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## 1 INTRODUCTION

As the country with the largest Muslim population in the world, according to a report from The Royal Islamic Strategic Studies Center (RISSC) or MABDA, titled 'The Muslim 500,' 2022 edition, and based on data from the Ministry of Home Affairs (*Kemendagri*), Indonesia's total Muslim population stood at 237.53 million as of December 31, 2021. This figure represents 86.9% of the country's total population of 273.32 million people. Consequently, the potential for the Islamic finance industry in Indonesia appears quite promising for the future. This potential can be realized through a synergy between policymakers and heightened public awareness of Sharia-based halal transactions, which are continually encouraged by economic principles. In this context, Islamic banks, as a vital component of the national banking industry, are required to bolster the structure of the banking sector, contribute to national economic stability and growth, and participate in national development. The recent merger of three Sharia banks confirms the Indonesian government's earnest commitment to developing Sharia-based services that can thrive amidst Indonesia's volatile economic conditions.

However, there are several inhibiting factors in the development of the Islamic Banking Industry (Chazi et al., 2018). These include a lack of educated and professional human resources (Chen & Klimoski, 2007), as not all Islamic banks seem to be adequately staffed with quality human resources (Agustina & Cahyono, 2020). Moreover, differences in views between Sharia principles and operational practices in the field of bank management exist (Nomran & Haron, 2019), along with low levels of trust from Muslims (Shawtari, 2019). Academic research has yet to fully formulate and systematize the development of Islamic financial institutions (Basheer et al., 2019). This leads to a lack of public trust in Islamic banks compared to conventional financial institutions, which is one of the problems contributing to the complexity of these issues (Mateev & Bachvarov, 2021).

Several studies (Pradhan & Jena, 2017), (Pang & Lu, 2018) have indicated that the primary factor influencing organizational performance is employee performance. Employee performance is influenced by various factors, including Organizational Citizenship Behavior (OCB). According to Muhdar (2018), spiritual intelligence and OCB have an impact on organizational performance. OCB is closely linked to behaviors that manifest within an individual in the work environment, driven by initiative and freedom.

Furthermore, as suggested by Hamsani et al. (Hamsani et al., 2017), Islamic banks aiming to compete with conventional banks must possess four competencies: functional



ability, behavioral ability, core ability, and role ability. Behavioral ability encompasses two crucial elements: work ethic and personality traits exhibited by employees. Core ability pertains to an employee's capacity to comprehend and practice the diverse cultural or habitual aspects within the organization. Role ability, on the other hand, reflects an employee's capability to demonstrate their role within the organization, particularly those outside their primary duties and responsibilities (Hamsani et al., 2017). Moreover, employees' comprehension of the values, norms, rules, and regulations classified as core abilities plays a significant role in influencing their understanding of the work culture within an Islamic organization. This understanding can also impact their attitude towards Islamic Organizational Citizenship Behavior (OCB) (Hamsani et al., 2017)

Many factors affect the Organizational Citizenship Behavior of employees at Islamic banks as stated above. The scope of this research is limited by the factors that influence Organizational Citizenship Behavior, namely Organizational Culture and Organizational Commitment. The reason is from the results of the pre-research on the problems of several Islamic banks, the most dominant of which are Organizational Citizenship Behavior, Organizational Culture and Organizational Commitment. Career Development is also chosen as a mediation, from several sources of supporting theory, namely Career Development is also influenced by Organizational Culture and Organizational Commitment.

Based on the description above, the formulation of the research problem is "How is the influence of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior mediated by Career Development?"

## **2 METHODS**

In this study, a literature review research method was employed, wherein library data was collected from various sources, including books, scientific journals, newspapers, magazines, and other documents. The literature review encompassed descriptions of theories, findings, and other research materials that were obtained from reference sources. These materials served as the foundation for the research activities and were aimed at developing a clear framework for thinking about solving the problems that had been previously outlined in the problem formulation. The method used in this study was Systematic Literature Review (SLR), a comprehensive library research approach that involved the identification, analysis, and evaluation of data collected through systematic research selection. Literature data was gathered from a variety of databases, both national and international, including Publish or



Perish, Springer Link, DOAJ, and Google Scholar. Subsequently, the data collected from various library sources was compiled into a unified resource and utilized to address the predetermined topics or variables in a distinct manner.

### 3 RESULTS AND DISCUSSION

#### 3.1 RESULTS

Based on the results of a literature review study, Organizational Citizenship Behavior (OCB) was first conceptualized by Barnard in 1938 when he stated that employees' willingness to cooperate is crucial for organizational effectiveness and the achievement of organizational goals (Hamsani et al., 2017). OCB represents the behavior of company employees aimed at enhancing the overall performance of the organization while also considering the individual productivity goals of employees (Stamper & Van Dyne, 2001). It describes "employee added value," which manifests as prosocial behavior characterized by positive, constructive, and meaningful social actions to assist others (Aldag & Reschke, 1997). This understanding underscores that OCB exhibited by employees is not driven by a desire for rewards, salaries, or other compensation, but rather by the goal of offering assistance (Sani & Maharani Ekowati, 2020).

Within the literature review, the majority of research on OCB is grounded in Western value systems, with limited linkage to an Islamic perspective. The Western value system predominantly explores aspects related to worldly factors because their philosophical orientation tends toward materialism and the tangible, whereas the Islamic value system takes into account not only the world but also the spiritual aspects of the hereafter. OCB aligns with Islamic teachings, as the Quran instructs Muslims to assist one another in doing good and promoting piety, while also discouraging support for sinful and harmful activities (Al-Maidah: 2).

According to Hamsani et al. (2017), four competencies are necessary for Islamic banks to compete with conventional banks, namely four abilities that had to be possessed: functional ability, behavior ability, core ability, and role ability. This functional ability stemmed from the relatively weak competence in the field of Sharia, particularly in the understanding of Sharia concepts, knowledge, and expertise in transaction/*muamalah*. Ability behavior ability described two aspects of behavior, namely personality and work ethic owned by employees. Core ability was related to the capacity of employees to understand and practice various



cultures or habits within the organization. Role ability reflected an employee's ability to demonstrate their role in the organization, particularly extra roles outside their core duties and responsibilities (Hamsani et al., 2017). In another study, the competence of human resources at one of the Islamic Banks in Indonesia was found to be good at the manager level, supported by higher education, extensive training, and experience. However, at the employee level, there was still a need for improvement (Tho'in, 2016). Efforts to instill employees with values, norms, rules, and regulations classified as core abilities revolved around the extent to which employees understood Islamic Corporate Culture. This could also affect role abilities, such as Islamic Organizational Citizenship Behavior (OCB) attitudes of employees (Hamsani et al., 2017).

Referring to the research by Kamil et al. (2014) and insights from Islamic banking practitioners, the dimensions and indicators of OCB in the research conducted by Gunarto et al. (2020) were as follows: Sincere with indicators: (1) God's blessing, (2) quality work, (3) worship work. In an Islamic perspective, OCB was a voluntary action from an individual who complied with Islamic Sharia and only hoped for *falah* or the pleasure of Allah SWT. Based on a review of various literature and research results, the dimensions of OCB from an Islamic perspective included the *Ta'awun* dimension (helping each other), the *Mujahaddah* dimension (sincerity), the *Al-Eathaar* dimension (holiness and sincerity), the Da'wah dimension (inviting goodness), the *Raf'al haraj* dimension (removing difficulties/losses), the honest dimension at work, the *qona'ah* dimension (willingness to accept without complaining), and the *muruhah* dimension (maintaining self-esteem). Employees with OCB from an Islamic perspective would display an attitude of *ukhuwah Islamiah* that applied and adhered to the teachings of Islamic law, leading to peaceful and harmonious organizational processes. Organizations genuinely required the performance of employees who had worked sincerely and wholeheartedly to achieve excellence.

### 3.2 DISCUSSIONS

Organizational Culture is a system of shared values and beliefs derived from the habits and fundamental philosophies of its founders. These values and beliefs manifest as patterns of behavior and norms within the organization. Organizational culture can be measured using eight dimensions, which include: 1) Individual Initiative: Encouraging employees to take individual initiatives; 2) Tolerance for Risk Actions: Willingness to accept and manage risks; 3) Direction: Providing a clear sense of direction and purpose; 4) Integration: Fostering unity



and cohesion among employees; 5) Control: Maintaining appropriate levels of control over processes and activities; 6) Identity: Defining the unique identity and values of the organization; 7) Reward System: How rewards and recognition are structured; and 8) Tolerance for Conflict: The organization's approach to dealing with conflicts and disagreements. Organizational culture represents a shared value system within the organization that significantly influences the level of commitment and effort put forth by employees to achieve the organization's goals. Key indicators of organizational culture, as outlined by Robbins [18], include: a) Innovation and Risk-Taking: Encouraging employees to innovate and take calculated risks; b) Attention to Detail: Expecting employees to demonstrate precision, analytical skills, and attentiveness to detail; c) Outcome Orientation: Prioritizing results and benefits over the specific techniques and processes used to achieve them; d) People Orientation: Making management decisions with consideration for their impact on people within the organization; e) Team Orientation: Emphasizing teamwork over individual efforts in work activities; f) Aggressiveness: Reflecting a competitive and assertive approach among employees; and g) Stability: Focusing on maintaining the status quo rather than continuous development. Organizational Commitment is a condition where an employee aligns with a particular company or organization, focusing on the goals of the organization and intending to retain its members within the organization (D. Robbins, 2018), (Meyer & Allen, 1991). Indicators of commitment, according to (Meyer & Allen, 1991), in (D. Robbins, 2018), are as follows: a) Affective commitment, which involves emotional feelings for the organization and a belief in its values. Affective commitment is measured by several indicators, including the desire to have a career in the organization, trust in the organization, and dedication to the organization; b) Continuance commitment, which relates to the perceived economic value of staying in an organization compared to leaving the organization. Continuance commitment is measured by several indicators, such as employees' love for the organization, their desire to continue working there, willingness to sacrifice personal interests, interest in their work, and discomfort with the idea of leaving their current job; c) Normative commitment, which involves the obligation to remain in the organization for moral or ethical reasons. Normative commitment is measured by several indicators, including loyalty to the organization, happiness at work, and pride in the organization.

Career Development is the preparation of individuals to assume different or higher responsibilities within the organization. Development typically involves increasing intellectual or emotional abilities necessary for better job performance (Hasibuan, 2008). According to (Hasibuan, 2008), career development indicators include: a) Fair treatment in



career development, which entails criteria for promotion based on objective, rational, and widely known considerations among company employees; b) Involvement of direct superiors in career planning for each company employee; and c) Access to information about various promotion opportunities, especially important when job vacancies are filled through competitive internal selection processes.

The description in the literature review regarding Organizational Citizenship Behavior aims to develop a clear framework for addressing the problems outlined in the problem statement. Furthermore, based on previous research studies, the authors synthesize the relationships between the variables as shown in the table 1.

**Table 1**

*Previous Research*

No	Independent Variable	Mediating Variable	Dependent Variable	Previous Research
1	Organizational Culture	→	Career Development	[18], [21], [22], [23], [24] & [25]
2	Organizational Culture	→	Organizational Commitment	[26],[27] [28] [29], [30] & [31]
3	Organizational Culture	→	Organizational Citizenship Behaviour	[32], [33], [34], [35], [36], [37], [38] & [39].
4	Career Development	→	Organizational Citizenship Behaviour	[40], [41], [42], [43], [44], [45] & [46]
5	Career Development	→	Organizational Citizenship Behaviour	[47], [48], [49], [50], [51], [52], [53] & [54].
6	Organizational Commitment	→	Organizational Citizenship Behaviour	[37], [55], [56], [57], [58], [59] & [60]
7	Organizational Culture	Career Development	Organizational Commitment	[61], Streers in [62], [63], [29], [64] & [65]
8	Organizational Culture	Career Development	Organizational Citizenship Behaviour	[66], [67], [68], [69] & [70].

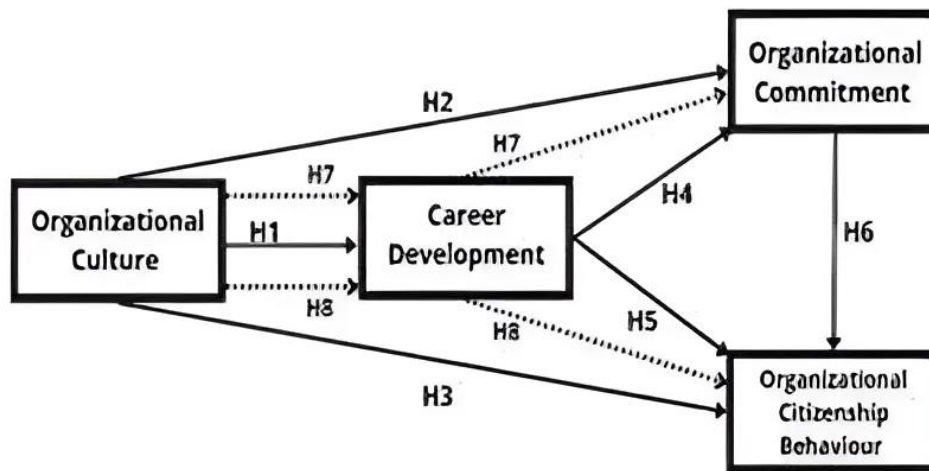
Source: Prepared by Authors (2024)

Based on the relationship between the variables above, a hypothetical model was found which is shown in the following figure:





**Figure 1**  
*Research Model*



Source: Developed for this research, 2022

### 3.3 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND CAREER DEVELOPMENT

According to S. P. Robbins & Coulter (2017), organizational culture influences career development. This opinion is supported by previous research from Gavric et al. (2016) and empirical research from Tj (2021) indicating that organizational culture has a positive and significant effect on career development. This is further supported by empirical results from previous research by Reeder (2020), Gyansah & Guantai (2018), and Hirschi et al. (2022). Based on this, this study proposes Hypothesis 1: Organizational Culture has a positive effect on Career Development.

### 3.4 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

In the book by Hodgetts (1974), Gibson, Ivanichevich, and Donnelly argue that organizational culture is an organizational personality that influences the way individuals act in organizations (Gibson et al., 1973). Another theory, according to S. P. Robbins et al. (2015), suggests that culture facilitates the emergence of commitment to something broader than one's individual self-interest. This theory is supported by empirical research by Mahesar et al. (2020), Soomro & Shah (2019), Amofa & Ansah (2017), Kaul (2019), and Veronica (2021), indicating that organizational culture has a positive effect on organizational commitment



(Herlina et al., 2021). Based on this, this study proposes Hypothesis 2 (H2): Organizational Culture has a positive effect on Organizational Commitment.

### 3.5 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The opinion of S. P. Robbins & Coulter (2017) (in (Mulyana, 2021)) that there is a relationship between organizational culture and organizational citizenship behavior is also described in Pio & Tampi (2018). This opinion is supported by empirical results from research by Aldrin & Yunanto (2019), Subawa et al. (2020), Jehanzeb & Mohanty (2020), Chan & Lai (2017), and Saifi & Shahzad (2017). Based on this, this study proposes Hypothesis 3 (H3), which explains that there is an influence of Organizational Culture on Organizational Citizenship Behavior.

### 3.6 RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND ORGANIZATIONAL COMMITMENT

According to Meyer & Allen (1991), Organizational Commitment comprises three component models: Affective Commitment, Normative Commitment, and Continuance Commitment, and it is seen that there is an influence of career development on Organizational Commitment. Likewise, according to Widyanti (2021), this is supported. Based on the results of research by Purnama (2020), the perception of career development with organizational commitment has a significant influence. This means that if the perception of career development is positive, the commitment is also higher, whereas if the perception of career development is negative, the commitment is low. This opinion is supported by empirical research from Rahayu et al. (2019), Nosheen et al. (2015), and Silaban et al. (2021). Based on this, this study proposes Hypothesis 4 (H4): Career Development has a positive effect on Organizational Commitment.

### 3.7 RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The opinion of DuBrin (2013) (in (Sitohang, 2019)) that the goal of career development affects employee loyalty, and another opinion (Al-Shawabkeh, 2017) states that



Career Development affects Organizational Citizenship Behavior. This is also supported by Saridakis et al. (2020) and research by Yuniawan et al. (2021), Alvi et al. (2020), Chepkemio (2023), Ahmad et al. (2019), and Lo Presti et al. (2019). Based on this, this study proposes Hypothesis 5 (H5): Career Development has a positive effect on Organizational Citizenship Behavior.

### 3.8 RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The opinion of Jehanzeb & Mohanty (2020) states that Organizational Commitment has an effect on Organizational Citizenship Behavior. This is also supported by the results of previous empirical research by Ferdus & Kabir (2018) and research by Yao et al. (2019), Mousa et al. (2020), Gheitani et al. (2019), Taba (2018), and Moon & Choi (2017). Based on this, this study proposes Hypothesis 6 (H6): Organizational Commitment has a positive effect on Organizational Citizenship Behavior.

### 3.9 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT IS MEDIATED BY CAREER DEVELOPMENT

According to Dessler (2011), Career Development is a lifelong series of activities that contribute to one's career exploration, establishment, success, and satisfaction, influenced by organizational support and also impacting Organizational Commitment. This is also explained according to Streers in (Hadiyani, 2013), which states that several factors affect Organizational Commitment, including overall organizational factors. This theory is supported by empirical research by Amofa & Ansah (2017) and Kim et al. (2016). Based on this, this study proposes Hypothesis 7 (H7): Organizational Culture has a positive effect on Organizational Commitment mediated by Career Development.

### 3.10 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IS MEDIATED BY CAREER DEVELOPMENT

According to expert opinion (Rothwell et al., 2015), several factors influence Organizational Culture on Organizational Citizenship Behavior, one of which is through



Career Development. This opinion is supported by the opinion of Manggis et al. (2018) and Belwalkar et al. (2018). Based on this, this study proposes Hypothesis 8 (H8), which explains that there is an influence of Organizational Culture on Organizational Citizenship Behavior mediated by Career Development.

The novelty in this study lies in the use of variables, particularly the Organizational Citizenship Behavior from an Islamic Perspective. There is still limited research on OCB from an Islamic Perspective, especially within Islamic banks in Indonesia. Furthermore, previous studies have not incorporated Career Development Variables to mediate between Corporate Culture and Organizational Commitment in relation to OCB from an Islamic Perspective. Another element of novelty can be observed from the perspective of the research model. This research model is quite intricate, with each variable selected based on the specific issues prevalent in Islamic banks in Indonesia.

#### 4 FINAL CONSIDERATIONS

Based on the results of the study conducted by researchers, Organizational Citizenship Behavior (OCB) is understood as voluntary behavior exhibited by employees within the organization, contributing positively to the organization. OCB consists of five dimensions: Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship, along with three components: organizational obedience, organizational loyalty, and organizational partnership. A review of various literature and research results indicates that the dimensions of OCB with an Islamic perspective include *Ta'awun* (helping one another), *Mujahaddah* (sincerity), *Al-Eathaar* (holiness and sincerity), *Da'wah* (calling for kindness), *Raf'al haraj* (removing difficulties/losses), honesty at work, *qona'ah* (willingness to accept without complaining), and *mur'u'ah* (maintaining self-esteem). Employees with an Islamic perspective on OCB exhibit an attitude of *ukhuwah Islamiah*, adhering to the teachings of Islamic law, resulting in the organization's business processes running smoothly and peacefully, ultimately fostering a harmonious work environment for all employees. Organizations genuinely benefit from employees who work sincerely and wholeheartedly, contributing to organizational excellence.

Organizational Citizenship Behavior (OCB) within Islamic banks in Indonesia can be realized. Furthermore, from the results of the literature review, it is evident that there are correlations among the variables examined in this study. Based on previous research studies, the authors have synthesized the relationships between the influencing variables and the connections between Corporate Culture, Organizational Commitment, and Organizational



Citizenship Behavior mediated by Career Development. Multiple studies show that there are relationships between Organizational Culture and Career Development, Organizational Culture and Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior, Career Development and Organizational Commitment, Career Development and Organizational Citizenship Behavior, Organizational Commitment and Organizational Citizenship Behavior, and also relationships between Organizational Culture and Organizational Commitment mediated by Career Development, as well as Organizational Culture and Organizational Citizenship Behavior mediated by Career Development.

From the conclusion, it is evident that a relationship exists between Organizational Culture, Organizational Commitment, Career Development, and Organizational Citizenship Behavior. These findings underscore the pivotal role of these variables in enhancing Organizational Citizenship Behavior (OCB). The implications of this study's results emphasize that, to enhance OCB among employees in Islamic banks, companies must recognize the significance of cultivating a positive organizational culture and fostering employee commitment. Employee dedication to the organization is essential for promoting OCB among employees. Moreover, companies should prioritize Career Development to support the enhancement of OCB. Implementing these strategies can significantly impact a company's progress. Additionally, numerous other factors influence OCB among employees. Therefore, further research is needed to explore these additional factors affecting OCB.

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