



A systematic literatur review of remuneration non-wage and OCB

Cindy Pramita

Universitas Negeri Malang

cindy.pramita.2204138@students.um.ac.id

Artikel Info :

Received :

5 December 2022

Revised :

20 December 2022

Accepted :

25 December 2022

ABSTRACT

This systematic literature review aims to summarize some a study of remuneration non-wage and the effects of his OCB. Methodology/Approach - This study preferred report items for literature search methods. systematic review and meta-analysis (PRISMA), From a study on the impact remuneration of non-wage on OCB in other words Google Scholar. 198 records total filter using data inclusion criteria to get 30 data those who meet the certification criteria. Result - Finding 45 hypotheses related to remuneration non-wage and OCB. Based on impact and functional data these variables are grouped into four. That is, it has positive significance. Influential variables, unaffected variables, mediator variables. Novelty/Value - Different studies related to different types of fringe benefits should be categorized against OCB in the last 5 years from 2017 to 2022. Dates are used in this systematic literature review from journals indexed by Scopus. Result - A systematic literature review found that providing non-remuneration, in addition to base salary, can affect organizational citizenship behavior from a job. because Employees can do more than just volunteer so they see value in non-wage remuneration can minimize work stress as well as increase work motivation. It can be concluded that non-wage labor costs can affect an organization's civic behavior.

Keywords: *Systematic literature review, Remuneration non-wage, OCB, Meta-analysis*



©2022 Penulis. Diterbitkan oleh Arka Institute. Ini adalah artikel akses terbuka di bawah lisensi Creative Commons Attribution NonCommercial 4.0 International License. (<https://creativecommons.org/licenses/by-nc/4.0/>)

INTRODUCTION

Get to recognize host country market scenarios, the government's policy of reducing the pull factors on labor and non-wage , which are major concerns All employees can be focused as important for the company to develop human resources. Singh (2020), Waxin et al., (2018) Remuneration non wage, at the same time, non-wage benefits are expected to support sustainable practices that depend on top management's leadership, strategy, concept of contribution, employee social value, and overall individual well-being in the organization of society Similarly, implementing sustainable development initiatives is becoming an important employee retention strategy (Bhardwaj, 2016; Pradhan & Jena, 2017).

So, finally, we can conclude that bonuses and bonuses can change organizational behavior. As a result, providing wages other than basic wages will provide a high level of motivation to perform work in the workplace. Performance increases the human resources of each individual beyond the job description duties and roles related to organizational civic conduct within the company. various governments, agencies and organizations have developed, Implementation of rules and formal structures, these formal mechanisms addressing complexion environment issues in the workplace are still enough (Graafland & Bovenberg, 2020; Patel & Holm, 2018; Pham et al., 2019).

One of the forms of remuneration discussed in this article is the provision of side jobs in the form of non-financial bonuses and benefits that affect individual performance beyond work obligations and responsibilities. Granting non-wage benefits is a gift from the company to the employee, identifying the necessary changes and providing the encouragement that leads to change so that employee retention is real.

Based on the background statements, the authors assume that non-wage labor costs influence some OCB. Therefore, the phenomenon of non-base wages is an interesting topic to study, so the authors conduct a literature review on the impact of non-base wages on citizenship behavior in organizations.

RESEARCH METHODS

The items in the systematic review and meta-analysis (PRISMA) were derived from studies relevant to remuneration and OCB. Method data collection for this study uses Scopus use Publish or Perish software. Detailed information is explained as follows:

- 1) Required variables and type of study the types of studies required are quantitative methods, as are the literature study variables discussed. Remuneration non wage and OCB. Researchers conduct searches to obtain literature that researchers can use as data. Literature incorporating Remuneration non wage and OCB as a research variable.
- 2) Time estimate. In this systematic literature review, data sources are obtained from secondary data derived from published publications research Therefore, to preserve novelty, researchers provide an estimated time base research papers published between 2017 and 2022.
- 3) Consistent method. The data used in this study are literature with consistent research methods. Allow researchers to investigate specific criteria for the literature used as data, i.e. literature using quantitative studies method

Researchers carry out this selection process to obtain literature that meets the objectives of this study or the selection process consists of several phases.

- 1) Identification and screening of journals. In this phase, identification is done using predefined keywords and performed online. In addition, search each study abstract for studies that do not match the researcher's abstract. Criteria may be excluded or not included as data for this systematic literature review.
- 2) Data extraction. The next step in data extraction is the selected literature becomes research data, Predetermined criteria.
- 3) Literature collection. This preparation includes a phase in which the researcher collects all the literature from her two sources. By Garuda and Scopus, Publish or Perish. Additionally, the availability is checked duplicate files from two sources. Then, based on data acquisition, a literature review is conducted it was recorded.
- 4) Data synthesis. This process uses a narrative system, that is, the classification of data from the extraction results. Regarding the criteria for answering the research objectives. scientific article should be structured logically and systematically when writing.

RESULTS AND DISCUSSION

This research method adopts the literature search method. Systematic reviews and meta-analyses (PRISMA), the process of identifying, interpreting and evaluating all available research evidence with the aim of providing an answer to a specific research question data is secondary data. Authors collect data on topics and retrieve data by searching Science Direct and Google Scholar using predefined variable keyword searches. Carefully read and study the articles you collect to determine whether they meet the standards used by researchers when writing literature reviews as literature. Search limited to 2017-2022, full text available in PDF format and selected the top 30 indexed Scopus journals. The sources referred to in this paper can form the basis of efforts to increase human capital through non-wage effects on organizational citizenship behavior.

a. Positive and significant influence

Mansouri et al. (2018) proposed a framework for studying the coordinating role of his OCB in influencing the organizational culture, leadership, and organizational structure of knowledge management. Furthermore, Bozionelos and Singh (2017) concluded that employees are emotional. Intelligence has a positive effect on OCB and OCB job performance. Established that citizenship of an organization rests with the individual. The employee's discretion rather than a formal requirement of the job. The importance of OCB research is primarily organizational and interpersonal. In other words, the physical mental, financial and social concerns about infectious diseases recognized by the hotel employees cause job stress, and job stress negatively impacts overall performance hotel employee (Yu et al., 2021).

The purpose of this systematic literature review is to ensure that providing non-basic wages in addition to basic wages can help employees feel valued and minimize stress levels in the workplace. It is to provide answers to specific research questions that can influence behavior as an organizational citizen in addition to basic pay. Beyond their duties is employee loyalty. The results of this study found

many positive effects on various individual and organizational outcomes, including customer retention (Park et al., 2017). Exploring the relationship between an ethical work environment and her OCB, The knowledge management aspect has a positive effect on employee quality, innovation and operational efficiency. that's why: Effective knowledge exchange, knowledge sharing and effective support between workers and employers (Al Ahbabi et al., 2019).

Point out that workers in formal sector companies with unions are more likely to have access to fringe benefits. We also found that, despite the legal nature of these fringe benefits, non-compliance was widespread, mainly in the formal sector as well as in the informal sector. It should be noted that Owoo et al., (2020) Heckman's stochastic modeling of the main outcome pattern does not fit general attitudes beyond the case of wage censorship. This is true and points to the need for stronger enforcement of these laws to minimize stress levels in the workplace and should be evaluated from a mental health perspective (Owoo et al., 2020). Therefore, due to the importance of worker stress, many studies have been conducted on this topic (Karatepe et al., 2018).

B. Has No Influence

Transglobal leadership does not directly affect employee performance (Hermawati & Mas, 2017). There was a big difference between top and bottom white-collar workers, manual workers, entrepreneurs, unemployed and other non-wage workers, cumulative incidence and length of sick leave (Blomgren & Jäppinen, 2021). Our results provide some very interesting insights. if the relationship between it turns out that the form of ownership and the provision of fringe benefits are taken into account SOEs were less directly related to the provision of fringe benefits than other forms of ownership (Michelotti et al., 2017).

C. Mediating variable

Then quality of work life, professional commitment, organizational citizenship(OCB) is a mediating variable between transglobal leadership influences. Full Mediation Employee Performance (Hermawati & Mas, 2017). We spiritual leadership found him positively associated with OCBE and indirectly through an orientation towards environmental justice (Anser et al., 2021). The responsibility to communicate this does not rest solely on identification. intervene in relationships, relationships between organizational perceptions of virtue task creation through mediation process of work engagement.

Table 1. Moderating variable

Author and Year	Title	Publisher
Chih-Ching Teng, Allan Cheng Chieh Lu, Zhi-Yang Huang and Chien-Hua Fang (2018)	Ethical work climate, organizational identification, leader-member exchange (LMX) and organizational citizenship behavior (OCB) A study of three star hotels in Taiwan	Emerald
Nosheen Anwar a, Nik Hasnaa Nik Mahmood a, Mohd Yusoff Yusliza b, T. Ramayah c, d, f, Juhari Noor Faezah b, Waqas Khalid	Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus	Elsevier
Meltem Akın Kösterelioğlu (2017)	The effect of teachers' shared leadership perception on academic optimism and organizational citizenship behaviour: a Turkish case	Routledge
Mansouri, A.A.A., Singh, S.K. and Khan, M. (2018),	Role of organisational culture, leadership and organisational citizenship behaviour on knowledge management	Elsevier
Hongdan Zhao a, Qiongyao Zhou, (2022)	Socially responsible human resource management and hotel employee organizational citizenship behavior for the environment: A social cognitive perspective	Elsevier
Dioni Elche Ciudad Real, Spain	Servant leadership and organizational citizenship behavior	Emerald

Author and Year	Title	Publisher
Pablo Ruiz-Palomino (2019)	The mediating effect of empathy and service climate	
Nhat Tan Phama, Zuzana Tučková, Charbel José Chiappetta Jabbour (2019)	Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study	Elsevier
Sadia Cheema, Bilal Afsar, Farheen Javed (2019)	Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit	Wiley
Woo Gon Kima, Sean McGinley, Hyung-Min Choia, Charoenchai Agmapisarn (2019)	Hotels' environmental leadership and employees' organizational citizenship behavior	Elsevier
Serdar Cop, Uju Violet Alola, Andrew Adewale Alola (2020)	Perceived behavioral control as a mediator of hotels' green training, environmental commitment, and organizational citizenship behavior: A sustainable environmental practice	wiley
Singh, S.K. and Singh, A.P. (2019)	Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy	Emerald insight
Luu, T.T. (2019)	Building employees' organizational citizenship behavior for the environment: The role of environmentally-specific servant leadership and a moderated mediation mechanism	Emerald insight
Zhao, H., Zhou, Q., He, P. et al. (2021)	How and When Does Socially Responsible HRM Affect Employees' Organizational Citizenship Behaviors Toward the Environment?	Springer
Jongsik Yu, Junghyun Park & Sunghyup Sean Hyun (2021)	Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification	Routledge
Muhammad Khalid Anser, Shoaib Shafique, Muhammad Usman, Naeem, Akhtar & Moazzam Ali (2021)	Spiritual leadership and organizational citizenship behavior for the environment: An intervening and interactional analysis	Routledge
Ahmad, R., Ahmad, S., Islam, T. and Kaleem, A. (2020)	The nexus of corporate social responsibility (CSR), affective commitment and organisational citizenship behaviour in academia: A model of trust	Emerald Insight
Patrick J. Valeau & Pascal Paillé (2017)	The management of professional employees: linking progressive HRM practices, cognitive orientations and organizational citizenship behavior	Routledge
Hermawati, A. and Mas, N. (2017),	Mediation effect of quality of worklife, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance	Emerald insight
Jenni Blomgren and Sauli Jäppinen (2021)	Incidence and Length of Sickness Absence among Hierarchical Occupational Classes and Non-Wage-Earners: A Register Study of 1.6 Million Finns	MDPI
Ravi Danendra, I Gusti Ayu Ketut Rachmi	legal protection of non wage workers rights after omnibus law	Jurisprudentiw

Author and Year	Title	Publisher
Handayani, Abdul Kadir Jaelani, Fatma UlfatunNajicha (2019)		
Jan Babecký, Clémence Berson, Ludmila Fadejeva, Ana Lamo, Petra Marotzke, Fernando Martins & Pawel Strzelecki (2019)	Non-base wage components as a source of wage adaptability to shocks: evidence from European firms,	springer
M.Hafizhiantoro (2020)	deciding non-wage recipient participated in old age protection insurance (labor insurance company case)	Weaverville
Marco Michelotti, Andrea Vocino, Peter Gahan & Julia Roloff (2017)	Non-wage benefits, corporate ownership and firm performance in post-communist economies: evidence from Ukraine	Sage
C.Doherty (2018)	Sharing in the spoils. Non DVM wage oupacing inflation	Sage
Danielle Lamb, Rupa Banerjee, Anil Verma (2020)	Immigrant–non-immigrant wage differentials in Canada: A comparison between standard and nonstandard jobs	Willey
Carmen Barroso Castro, Enrique Martí ´n Armario and David Martí ´n Ruiz (2019)	The influence of employee organizational citizenship behavior on customer loyalty	Emerald insight
Nathan A. Dhaliwal, Indrajeet Patil, Fiery Cushman (2019)	Organizational Behavior and Human Decision Processes	Elsevier
Jitendra Pratap Singh, Pawan Kumar Chand, Amit Mittal and Arun Aggarwal (2020)	High-performance work system and organizational citizenship behaviour at the shop floor	Emerelad
Ali Özduran, Cem Tanova (2017)	Manager mindsets and employee organizational citizenship behaviours	Emerald insight
I. M. Jawahar (2017)	Do career satisfaction and support mediate the effects of justice on organizational citizenship behaviour and counterproductive work behaviour?	Willey
N.S.Owoo (2020)	Union facilitation effect” and access to non wage benefits in the ghanaiian lobour market	Routledge
D Demazière, M Zune (2020)	What's work when you're unemployed? Non-wage work in the light of future projections for the unemployed	Routledge

Remuneration Non Wage

By offering remuneration non wage, benefits and rewards, employees are motivated to go beyond their assigned responsibilities and minimize stress levels in the workplace. Stress is a negative reaction by an individual that causes a variety of complex personal, emotional, and behavioral problems (Bunk & Magley, 2013). In particular, job pressures that lead to symptoms of stress such as physical and mental fatigue can lead to further illness. Adverse physical or emotional reactions that occur when there is a mismatch., resources, and needs of Tongchaiprasit meet collaborators and Ariyabuddhiphons (2016). A recent study found that more than half of workers experience a lot of stress, and two-thirds of them find it distracting at work (Karatepe et al., 2018).

Organizational citizenship behaviour

Khan et al. (2017) divides OCB into his seven elements.

1. Altruism/assistance is taking initiative to help others in relation to work matters.
2. Sportsmanship is the behavior of accepting discomfort in the office and not complaining about work.

3. Organizational loyalty is the act of great dedication to promoting an organization to outsiders, protecting and maintaining it from external threats.
4. Organizational compliance is the act of following rules and procedures within an office, even though no one is paying attention or monitoring it. Initiative is a professional action that exceeds minimum standards or expectations by being voluntary.
5. Civic virtue is the act of actively participating in an organization, monitoring the threats and opportunities that exist within the organization, and providing the best possible solutions to the organization, sometimes at a significant personal cost.
6. Self-development is the voluntary action taken by employees to improve their own knowledge, skills and abilities.

CONCLUSION

According to the arguments presented, non-wage labor costs can affect an organization's civic behavior. Employees are typically the most important asset and part of the human resource in an enterprise. A company's success is highly dependent on the role of the people working there, especially the non-supporting employees, and is supported by non-wage labor costs in the form of bonuses. The research search yielded 30 journals on non-basic wage provision and organizational citizenship behavior published between 2017 and 2022. A systematic literature review found that providing a non-wage, in addition to the base pay, can influence behavior as an organizational citizen of a job.

REFERENCES

- Al Ahababi, S. A., Singh, S. K., Balasubramanian, S., & Gaur, S. S. (2019). Employee perception of impact of knowledge management processes on public sector performance. *Journal of Knowledge Management, 23*(2), 351–373. <https://doi.org/10.1108/JKM-08-2017-0348>
- Anser, M. K., Shafique, S., Usman, M., Akhtar, N., & Ali, M. (2021). Spiritual leadership and organizational citizenship behavior for the environment: an intervening and interactional analysis. *Journal of Environmental Planning and Management, 64*(8), 1496–1514. <https://doi.org/10.1080/09640568.2020.1832446>
- Bhardwaj, B. R. (2016). Role of green policy on sustainable supply chain management: a model for implementing corporate social responsibility (CSR). *Benchmarking: An International Journal, 23*(2), 456–468. <https://doi.org/10.1108/BIJ-08-2013-0077>
- Blomgren, J., & Jäppinen, S. (2021). Incidence and length of sickness absence among hierarchical occupational classes and non-wage-earners: a register study of 1.6 million Finns. *International Journal of Environmental Research and Public Health, 18*(2), 501. <https://doi.org/10.3390/ijerph18020501>
- Bozionelos, N., & Singh, S. K. (2017). The relationship of emotional intelligence with task and contextual performance: More than it meets the linear eye. *Personality and Individual Differences, 116*, 206–211. <https://doi.org/10.1016/j.paid.2017.04.059>
- Bunk, J. A., & Magley, V. J. (2013). The role of appraisals and emotions in understanding experiences of workplace incivility. *Journal of Occupational Health Psychology, 18*(1), 87. <https://doi.org/10.1037/a0030987>
- Graafland, J., & Bovenberg, L. (2020). Government regulation, business leaders' motivations and environmental performance of SMEs. *Journal of Environmental Planning and Management, 63*(8), 1335–1355. <https://doi.org/10.1080/09640568.2019.1663159>
- Hermawati, A., & Mas, N. (2017). Mediation effect of quality of worklife, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law and Management, 59*(6), 1143–1158. <https://doi.org/10.1108/IJLMA-08-2016-0070>

- Karatepe, O. M., Yavas, U., Babakus, E., & Deitz, G. D. (2018). The effects of organizational and personal resources on stress, engagement, and job outcomes. *International Journal of Hospitality Management*, 74, 147–161. <https://doi.org/10.1016/j.ijhm.2018.04.005>
- Khan, H., Yasir, M., Yusof, H. M., Saleem, M. M., Khan, N. U., & Khan, N. U. (2017). A review of the conceptualization of organizational citizenship behavior. *City University Research Journal*, 81–87. <https://eprints.utm.my/81214/>
- Mansouri, A. A. Al, Singh, S. K., & Khan, M. (2018). Role of organisational culture, leadership and organisational citizenship behaviour on knowledge management. *International Journal of Knowledge Management Studies*, 9(2), 129–143. <https://doi.org/10.1504/IJKMS.2018.091249>
- Michelotti, M., Vocino, A., Gahan, P., & Roloff, J. (2017). Non-wage benefits, corporate ownership and firm performance in post-communist economies: evidence from Ukraine. *The International Journal of Human Resource Management*, 28(20), 2861–2892. <https://doi.org/10.1080/09585192.2016.1139617>
- Owoo, N. S., Lambon-Quayefio, M. P., Dávalos, J., & Manu, S. B. (2020). Union ‘facilitation effect’ and access to non-wage benefits in the Ghanaian labour market. *Oxford Development Studies*, 48(3), 240–255. <https://doi.org/10.1080/13600818.2020.1808603>
- Park, E., Kim, K. J., & Kwon, S. J. (2017). Corporate social responsibility as a determinant of consumer loyalty: An examination of ethical standard, satisfaction, and trust. *Journal of Business Research*, 76, 8–13. <https://doi.org/10.1016/j.jbusres.2017.02.017>
- Patel, T., & Holm, M. (2018). Practicing mindfulness as a means for enhancing workplace pro-environmental behaviors among managers. *Journal of Environmental Planning and Management*, 61(13), 2231–2256. <https://doi.org/10.1080/09640568.2017.1394819>
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386–399. <https://doi.org/10.1016/j.tourman.2018.12.008>
- Pradhan, S., & Jena, L. K. (2017). Effect of abusive supervision on employee’s intention to quit and the neutralizing role of meaningful work in Indian IT organizations. *International Journal of Organizational Analysis*, 25(5), 825–838. <https://doi.org/10.1108/IJOA-01-2017-1107>
- Singh, P., & Pattanaik, F. (2020). Unequal reward for equal work? Understanding women’s work and wage discrimination in India through the meniscus of social hierarchy. *Contemporary Voice of Dalit*, 12(1), 19–36. <https://doi.org/10.1177/2455328X19898>
- Tongchaiprasit, P., & Ariyabuddhipongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, 33–40. <https://doi.org/10.1016/j.ijhm.2016.02.009>
- Waxin, M.-F., Lindsay, V., Belkhodja, O., & Zhao, F. (2018). Workforce localization in the UAE: recruitment and selection challenges and practices in private and public organizations. *The Journal of Developing Areas*, 52(4), 99–113. <https://www.jstor.org/stable/26417050>
- Yu, J., Park, J., & Hyun, S. S. (2021). Impacts of the COVID-19 pandemic on employees’ work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *Journal of Hospitality Marketing & Management*, 30(5), 529–548. <https://doi.org/10.1080/19368623.2021.1867283>