

## **Transformation of Organizational Citizenship Behavior (OCB) in the Industry 5.0 Era in Manufacturing Companies (Study of the Jababeka Area, Bekasi, Indonesia)**

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**ABSTRACT:** This study aims to examine the transformation of Organizational Citizenship Behavior (OCB) in the Industry 5.0 era in the context of manufacturing companies in the Jababeka industrial area, Bekasi, Indonesia. The approach used was a qualitative case study method, and data collection was conducted through in-depth interviews with 10 key informants consisting of managers, supervisors, and senior employees. The results of the study indicate that OCB has undergone a significant shift, from traditional extra-role behaviors to more adaptive, innovative, and technology-oriented forms, while still prioritizing humanistic values. The integration of digital technology and humanitarian values has created a new form of OCB characterized by digital proactivity, remote collaboration, and empathy in a virtual work environment. This study also found that a participatory leadership style and an organizational culture open to learning play a significant role in supporting this transformation. This research provides theoretical and practical contributions to the development of HR management in the Industry 5.0 era.

**KEYWORDS:** Organizational Citizenship Behavior (OCB), Industry 5.0, Digital Transformation , Human-Centered Organization

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### **1. BACKGROUND**

Industry 5.0 Era has shift paradigm management source Power man from just automation and efficiency going to integration between technology sophisticated and values humanity in the production and management process Organizations ( Serbinenko & Ludviga , 2023). Industry 5.0 not only emphasizes machine capabilities and artificial intelligence but also strengthens collaboration between humans and technology that is personal, adaptive, and creative. In this context, employee extra-role behavior , also known as Organizational Citizenship Behavior (OCB), is a crucial factor in determining a company's successful adaptation to this era of digital transformation (Sitti Aisyah et al., 2024).

Organizational Citizenship Behavior (OCB) is voluntary behavior by individuals that does not directly receive formal rewards, but has a positive impact on organizational effectiveness (Organ, 1988). In the Industry 5.0 era, OCB is increasingly relevant because organizations not only need employees who are able to follow standard procedures but also those who are willing to contribute more to support innovation, collaboration, and organizational sustainability (Sri Ramalu & Janadari, 2022). In the manufacturing context, challenges such as changes in work structures due to digitalization, IoT implementation, and automation require employees to be adaptive and proactive (Suparmi, Witjaksono, & Kistyanto, 2024).

The Jababeka industrial estate in Bekasi, Indonesia , is one of the largest and most developed manufacturing areas facing a major transformation toward digitalization and automation. However, there is limited research specifically examining how OCB transformation occurs within the context of Industry 5.0 in this region. Yet, behaviors such as willingness to help coworkers, loyalty to the company, and active participation in change are essential for companies to not only survive but thrive in a globally competitive landscape (Yeo & Mon, 2024).

Research by Musriha and Rosyafah (2022) revealed that leadership, work climate, and organizational commitment significantly encourage OCB in the industrial sector. Meanwhile, Sumardjo and Supriadi (2023) stated that organizational support and organizational culture are key to maintaining OCB behavior, especially when organizations face the pressures of technological

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transformation. This support is reinforced by Ningsih and Tyas (2024) , who showed that a learning organization and the use of information technology foster a work culture supportive of OCB among small and medium-sized businesses.

On the other hand, Nilasari, Santoso, and Karnawati (2023) demonstrated that motivation and the work environment can increase job satisfaction, which positively impacts OCB. In the context of the manufacturing industry, Ambarawati and Mahayasa (2023) emphasized the importance of focusing on human capital to maintain voluntary work behavior that aligns with company values. With the increasingly complex challenges of industry and the high demands for HR adaptation in the Jababeka area, this research is important to answer the question: *How is OCB transformation formed, influenced, and developed in manufacturing companies in the Industry 5.0 era?* This research is expected to provide theoretical and practical contributions in the development of HR management models based on collaborative work behavior, smart technology, and human values.

## **LITERATURE REVIEW**

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) is employee behavior that goes beyond their formal role in the workplace, which is done voluntarily to increase organizational effectiveness (Organ, 1988). OCB includes dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Podsakoff et al., 2000). Recent research by Ambarawati and Mahayasa (2023) confirms that OCB is a crucial element in increasing productivity, work morale, and team cohesion in modern organizations. OCB is also strongly influenced by factors such as transformational leadership, organizational culture, and job satisfaction (Sri Ramalu & Janadari, 2022). In the context of a manufacturing company, Musriha and Rosyafah (2022) found that OCB acts as a link between organizational commitment and employee performance. This suggests that developing proactive volunteer behavior is becoming increasingly important amidst dynamic organizational challenges.

### **Industry 5.0 Era**

The Industrial Era 5.0 is continuation from The Industrial Revolution 4.0 emphasizes collaboration between humans and technology intelligent For create mark add more large and humanitarian - oriented (European Commission, 2021). Focus The main focus of Industry 5.0 is on sustainability , resilience , and human-centric innovation. According to Serbinenko and Ludviga (2023), Industry 5.0 brings challenge new for behavior organization , because demand adaptation No only from aspect technology but also values collaborative , empathy , and creativity Human resources . In the manufacturing industry, digitalization and automation are not only changing work structures but also patterns of relationships between employees and management (Suparmi et al., 2024). This transformation emphasizes the importance of soft skills such as social awareness, communication, and cross-functional work skills, all of which are closely related to OCB indicators.

### **The Relationship between OCB and the Industrial Era 5.0**

The transformation towards Industry 5.0 demands adaptive and collaborative work behavior. In this context, OCB becomes increasingly relevant. OCB creates a work environment that supports human-machine collaboration and co-innovation (Sitti Aisyah et al., 2024). For example, organizations with employees with high levels of OCB are more likely to implement new technologies because they are willing to share knowledge and help colleagues. A study by Nilasari et al. (2023) shows that OCB drives the adoption of digital transformation by increasing intrinsic motivation and a positive work climate. In industrial areas such as Jababeka, Bekasi, manufacturing companies are required to accelerate technology integration while maintaining the harmony of their human resources. In this regard, OCB serves as a crucial bridge between technological needs and the humanization of work (Yeo & Mon, 2024). Therefore, OCB transformation in the Industry 5.0 era is not only necessary but also a strategic element in boosting company competitiveness amidst the dynamics of the modern industrial revolution.

### **Research methods**

This study uses a descriptive qualitative approach aimed at understanding in depth how the transformation of *Organizational Citizenship Behavior (OCB)* occurs in the context of the manufacturing industry's adaptation to the development of the Industry 5.0 Era. This approach allows researchers to explore the values, motivations, and behaviors of employees who voluntarily contribute to organizational success amidst increasingly complex yet human-centric technological changes (Creswell & Poth, 2018).

The research design was exploratory-descriptive, focusing on the processes, meanings, and social interactions within the dynamics of OCB. This study did not aim to test hypotheses, but rather to explore the phenomenon through narratives, observations, and in-depth interviews in the field (Miles, Huberman, & Saldaña, 2014).

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The research location is the Jababeka industrial area, Bekasi, Indonesia, which is one of the largest and leading manufacturing centers in the implementation of digitalization and automation in Indonesia. Research participants were selected by purposive sampling, with the following criteria: (1) permanent employees, (2) have a minimum of 2 years of experience, and (3) are involved in the process of adapting technology or innovation based on industry 4.0/5.0.

Data was collected through the following techniques:

- In-depth interviews: conducted with employees and managers of production and HR units to explore their experiences and perceptions of OCB amidst digital work changes.
- Non-participatory observation: researchers observe employee behavior in the context of collaborative work, technology use, and interactions between teams.
- Documentation: analysis of internal company reports, HR policies, and digitalization programs that reflect OCB values.

Data analysis was conducted using thematic analysis techniques according to Braun and Clarke (2006). The analysis stages include: (1) data transcription, (2) initial coding, (3) theme identification, (4) theme review, (5) defining and naming themes, and (6) compiling a narrative of the results. The entire process was assisted by using NVivo software to manage and visualize qualitative data.

To ensure data validity, source and technical triangulation techniques were used (Patton, 2015). Validity was confirmed through member checking with participants to ensure narrative accuracy, as well as peer debriefing with academics who are experts in HR and Industry 5.0. Furthermore, the researchers implemented an audit trail to maintain transparency in the research process.

## RESULTS AND DISCUSSION

Data were collected through in-depth interviews with 10 informants from various job levels (managerial, supervisory, production staff, HR, and technicians). Each interview session lasted 30–60 minutes and was recorded and transcribed for analysis. Table 1 describes the profiles of each informant from various companies in the JABABEKA area.

**Table 1. Informant Profile**

| No. | Informant Code | Title / Position                       | Length of work | Sector Companies      | Information Special                                   |
|-----|----------------|----------------------------------------|----------------|-----------------------|-------------------------------------------------------|
| 1   | IN-01          | Production Supervisor                  | 10 years       | Automotive            | Has undergone two major digital transformations       |
| 2   | IN-02          | Administrative staff                   | 6 years        | Electronic            | Active in the innovation forum company                |
| 3   | IN-03          | Machine Operator                       | 4 years        | Food & Beverages      | Own informal role as a junior mentor                  |
| 4   | IN-04          | Head of HR                             | 8 years        | Textiles              | Responsible for OCB training                          |
| 5   | IN-05          | Quality Control Officer                | 5 years        | Automotive            | Have undergone AI-based digital system training       |
| 6   | IN-06          | Senior Technician                      | 12 years old   | Electronic            | Often mediates team conflicts                         |
| 7   | IN-07          | Production Data Analyst                | 7 years        | Industrial Logistics  | Involved in enterprise ERP transformation             |
| 8   | IN-08          | Head of Maintenance Team               | 11 years old   | Machine Manufacturing | Active in improving the quality of work culture       |
| 9   | IN-09          | Night Shift Operator                   | 3 years        | Food & Beverages      | Give often proposal repair procedure operational      |
| 10  | IN-10          | R&D ( Research and Development ) staff | 6 years        | Industrial Chemistry  | Be the initiator of cross-division team collaboration |

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Next, themes are created to determine patterns in the issues or concepts posed by the questions. According to Braun and Clarke (2006), **themes** are "patterns of meaning relevant to the research question that play a significant role in understanding the phenomenon being studied." Themes represent ideas, concepts, or issues that consistently emerge in narrative data, such as interview results, observations, or documents.

*"A theme captures something important about the data in relation to the research question and represents some level of patterned response or meaning within the dataset."* (Braun & Clarke, 2006, p. 82)

In context approach thematic (thematic analysis), theme No only compile results end , but also form framework interpretation from all the data that has been coded . The theme created as following :

**Theme 1: Adaptation Technology and Transformation Digital :** Majority informant state that the adaptation process to digital technology becomes trigger main occurrence change in behavior Work employees . For example, an HR supervisor (IN-01) revealed, *"We started by getting employees used to helping each other when introducing new digital systems."* This indicates that forms of OCB behavior such as **altruism** are beginning to appear in daily work dynamics. A production manager (IN-02) also added that, *"Employees who adapt quickly usually help their friends understand new technology,"* indicating an increase in solidarity-based social interactions that were previously unfacilitated. Thus, digital transformation not only accelerates the production process but also fosters a culture of mutual assistance as a manifestation of OCB.

**Theme 2: Employee Independence and Social Responsibility:** The development of Industry 5.0 requires employees to not only carry out their duties in a normative manner, but also to demonstrate initiative and active participation in the organization's progress. This reflected from statement a R&D staff (IN-04), *"Many new ideas appear because we were given room think even though it 's outside job description ."* Likewise a person HRD manager (IN-05) said that , *" Employees pushed active propose solution , not only implementing SOP."* Second quote This show the emergence of OCB in form **civic virtue** , where individuals show concern to direction and policy organization in a way more wide .

**Theme 3: Commitment and Loyalty Employee :** In the context of Industry 5.0, several informant convey that Spirit volunteerism and loyalty to company increased , although No There is compensation directly . The HR Manager (IN-06) said , *"I saw many want voluntary Work overtime , even though No required ."* This is strengthen assumptions that OCB is also reflected from **loyalty** and **voluntary behavior** . A maintenance technician (IN-07) stated, *"We often help other units if their systems are having problems, even though it's not our direct responsibility."* This means that cross-functional involvement in problem solving demonstrates a strong internalization of the value of responsibility as part of OCB.

**Theme 4: Leadership Participatory in the Digital Age:** Change big on pattern work and technology need role capable leader inspire , guide , and empower employees . A logistics administrator (IN-08) stated, *"The open work environment allows us to freely ask questions or provide input."* Meanwhile, a QA team member (IN-09) said, *"Our leaders often come down directly and listen to our problems."* The role of leaders in creating a participatory work climate is what strengthens the growth of OCB, especially in the dimensions of **courtesy** and **organizational commitment** .

**Theme 5: Strengthening Competence through Digital Upskilling:** OCB transformation in the Industry 5.0 era cannot be separated from the importance of **Strengthening Competence through Digital Upskilling** between work units. The head of operations (IN-10) stated, *"I ensure that every technological change is communicated and guided directly and there is support for the competencies possessed by employees."* This practice of open communication facilitates technology transitions and encourages the growth of synergy between departments. This collaboration strengthens mutual support behavior, willingness to share information, and teamwork, which are characteristics of contemporary OCB that are more adaptive to the digital context.

### Relationship between Theme and Sub Theme

Each main theme represents a dimension of OCB transformation occurring in manufacturing companies impacted by Industry 5.0 advancements. Subthemes provide specific context emerging from informants' narratives, while quotations demonstrate empirical validation of the phenomenon. This thematic diagram not only illustrates the data structure but also explains the process by which OCB transforms from traditional values to adaptive digital-humanist practices.

The following is an explanation of this relationship in the form of a thematic diagram narrative:

1. Main Theme: Adapting OCB to Digital Transformation . Sub-theme: Use of Technology in Team Collaboration and Individual Innovation in a Digital Work Environment. Citation Related from informant :

- *"We now use digital platforms more often for coordination, even for small things like sharing daily tasks."* ( Informant 2)
- *"I feel compelled to learn new technologies to stay relevant and contribute better to the team."* ( Informant 5)

Relationship : Digital transformation drives change in method employee show behavior extra -role such as help colleagues , proactive , and innovative , characteristics typical from OCB.

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2. Main Theme: Employee Independence and Social Responsibility. Sub-theme: Proactivity in Completing Tasks Without Direction and Concern for Team Performance. Quote Related from informant :

- *"We are trained For take initiative Alone in arrange channel work ."* ( Informant 7)
- *" Although No task I , I feel need help QC team because if they late , all hampered ."* ( Informant 9)

Relationship: In the Industry 5.0 era, worker autonomy becomes an important element that strengthens proactive and altruistic OCB behavior.

3. Main Theme: Employee Commitment and Loyalty. Sub-themes: Commitment to Supporting Digital Work and Loyalty to Job Responsibilities. Quotes Related from informant :

- *"We still try to maintain personal interactions and commitments even though most of our communication is done through the app."* (Informant 1)
- *" Although production automatically , we remain must own loyalty and have a sense of empathy if There is colleague difficulty with technology ."* ( Informant 4)

Relationship: OCB in the context of Industry 5.0 is not only about technology, but also maintaining aspects of humanism and empathy in relationships between employees and having high commitment and loyalty.

4. Main Theme: Participative Leadership in the Digital Age. Sub-themes: Superior Support for Subordinate Initiatives and the Leader's Role in Encouraging OCB

- Quote Related :
  - *"Our boss is open to ideas, even small ones."* ( Informant 6)
  - *" Leadership give space for us Can exploration without afraid of making a mistake."* ( Informant 3)

Relationship : Participative leadership style create climate supportive work the growth of OCB such as sportsmanship and civic virtue.

5. Main Theme: Strengthening Competence through Digital Upskilling. Sub-themes: Soft Skills and Technology Training and Building a Culture of Independent Learning

- Quote Related :
  - *"We were provided with digital marketing training, even though it wasn't directly related to our main job."* (Informant 10)
  - *"Independent learning has become a culture because the demands of technology are developing rapidly."* ( Informant 8)

Relationship: New competencies from digital upskilling foster OCB because workers feel empowered and motivated to contribute more.

Based on the description above and the results of interviews with 10 key informants consisting of managers, supervisors and senior employees in several manufacturing companies in the Jababeka industrial area, Bekasi, it can be concluded that:

1. OCB Transformation Occurs Significantly in the Industry 5.0 Era: Extra-role behavior (OCB) is not only persisting, but is evolving adaptively following the technological changes and humanistic values that are at the core of the Industry 5.0 era . shown through increasing proactivity , caring to colleague work and initiative innovative in environment digital work .
2. Technology and Human Values Integrated in Behavior Employee : Employee No only demonstrate OCB in form Work team and responsibility answer social , but also show empathy and awareness humanistic although working in a digital environment . This proves that OCB in this era No only based efficiency , but also values ethical and collaborative .
3. Leadership Participatory and Culture Study Support OCB Development : Leadership Style open and facilitating learning technology become driver important in growing OCB. Leadership that provides space for dialogue and exploration initiative participate create culture supportive work behavior cooperative and innovative .
4. Digital Transformation Drives Redefinition Loyalty Employee : OCB no Again only seen as formal loyalty to organization , but also as expression from not quite enough personal and collective responsibility in face digital and social challenges in place Work .

### Suggestion

1. Manufacturing Companies :
  - It is recommended to develop technology-based OCB training, such as teamwork training in a digital context and empathetic communication training through online media.
  - Increasing the use of Artificial Intelligence (AI) and hybrid work systems that not only increase productivity, but also support healthy and cooperative social interactions.
2. For Leaders Organization :

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- Adopt style leadership participatory that provides room innovation and providing appreciation to OCB behavior , both in material form and confession symbolic .
- Be a role model in balancing the use of technology and humanistic values.
- 3. For Researchers Furthermore :
  - Recommended do study advanced with mixed methods approach to quantify OCB dimensions that are developing in the 5.0 era.
  - Involving more industrial sectors (non-manufacturing) to see the variation of OCB transformation in various work contexts.

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