

A Review Paper on Multiple Factors Influencing Organizational Citizenship Behavior (OCB)

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Abstract:

The term "organizational citizenship behaviour" (OCB) describes the voluntary actions taken by workers that go above and beyond the call of duty to advance the goals of the company. Even with its importance, OCB is still a complicated and diverse phenomenon that is impacted by a range of organizational, societal, environmental, and human factors. The goal of this review is to give a thorough understanding of all the various aspects that affect OCB, such as contextual factors, work environment, organizational culture, social exchange processes, and individual traits. According to the literature, OCB is impacted by several variables, such as work difficulty, employee competency, motivation, leadership style, and family support. The results also emphasize how crucial it is to develop social exchange mechanisms, emphasize organizational culture, and create a supportive work environment to enhance OCB. Understanding the various factors that influence organizational citizenship behavior (OCB) can help organizations create more effective strategies to foster a positive and productive work environment. The review ends by outlining potential future research directions, such as cross-cultural comparisons, longitudinal studies, and evaluations of technological advancements on OCB.

Keywords — Organizational Citizenship Behaviour (OCB), leadership, job satisfaction, personality traits, psychological capital, organizational culture.

I. INTRODUCTION

The concept of Organizational Citizenship Behaviour, or OCB, has attracted a lot of attention since it promotes improved organizational performance. Although not explicitly acknowledged by traditional reward systems, these optional actions foster a productive workplace. Helping coworkers, exercising initiative, and demonstrating dedication above and beyond what is required by contract are examples of OCB behaviours (Organ, 1988). Organizational citizenship behaviour (OCB) has taken centre stage in organizational behaviour research. It emphasizes the beneficial effects of employees' voluntary contributions that go above

and beyond their job duties on the effectiveness of the company. This work aims to evaluate the various contextual, organizational, and individual elements that affect OCB while offering a conceptual synthesis for further study.

II. REVIEW OF LITERATURE

A. Concept of Organizational Citizenship Behaviour

In organizational behaviour research, organizational citizenship behaviour (OCB) is still a hot topic that receives a lot of scholarly interest. This concept's development and enrichment are the result of numerous interconnected antecedents that come together to produce a sophisticated and multi-layered study framework. Scholars largely agree

that OCB refers to voluntary actions taken by employees outside of their regular job tasks, despite differences in definitions. These behaviours which have nothing to do with finishing tasks are essential to maximizing how well an organization functions. For example, by working together and accepting more responsibility, these behaviours help to improve operational efficiency and harmony within the business. OCB is a multifaceted phenomenon that is characterized by spontaneity and generosity and is intricately entwined with both individual and group relationships. Recent scholarly investigations have emphasized the noteworthy influence of personal attributes, including a strong sense of accountability, a readiness to assist, the capacity to regulate emotions, and a strong sense of interpersonal accountability in fostering OCB. Meanwhile, Factors at the collective level cannot be disregarded. A close group of cooperative efforts, transformative leadership approaches, and views of justice and fairness inside the company have all demonstrated the ability to successfully induce larger amounts of OCB in the workforce. These results highlight the fact that OCB is not just the result of personal behavioural decisions, but also due to the interaction between the corporate culture and management techniques, which taken together provide a striking image understanding how to promote the growth and health of an organization.

B. Factors Influencing Organizational Citizenship Behaviour

1. Leadership Styles

One important factor in OCB is leadership. Research indicates that transformational leadership—which emphasizes inspiring and motivating employees—strongly promotes OCB (Bass & Avolio, 1994). Leaders who show support and care about the well-being of their team members are more likely to develop citizenship behaviours within their teams (Podsakoff et al., 1996). OCB and transformational leadership have a positive correlation (Podsakoff et al., 2000). Supportive leadership provides a work atmosphere receptive to discretionary actions (Podsakoff & MacKenzie, 1997).

2. Job Satisfaction

OCB and job satisfaction are highly correlated (Organ & Ryan, 1995). Workers who are happy in their jobs are more likely to participate in OCB because they have a stake in the success of their company.

Increased levels of OCB are positively correlated with increased job satisfaction (Bateman & Organ, 1983). Contented workers typically go above and above the call of duty in their positions (LePine et al., 2002).

3. Organizational Commitment

OCB has always been associated with organizational commitment, or emotional attachment to the company. High-commitment workers are more devoted to their employers, take on extra responsibilities, and actively contribute to workplace improvements (Meyer & Allen, 1997). Compared to normative or continuation commitment, affective commitment has a larger connection with OCB (Meyer et al., 2002).

4. Personality Traits

Personality factors also influence the prediction of OCB. More specifically, characteristics like agreeableness, conscientiousness, and emotional stability are associated with increased participation in OCB (Borman et al., 2001). Higher levels of OCB are seen in conscientious workers (Organ & Lingl, 1995). Cooperative and helpful acts are more common among agreeable people (McCrae & Costa, 1999).

5. Organizational Culture

OCB is fostered by a culture that values justice, trust, and cooperation. When workers believe their employer is supportive, they are more inclined to engage in good citizenship (Moorman, 1991). OCB levels are greater in organizations that promote an inclusive culture (Podsakoff et al., 1990). Decision-making fairness views raise OCB (Organ, 1988).

6. Psychological Capital (PsyCap)

OCB is greatly influenced by psychological capital, which comprises self-efficacy, optimism, resilience, and hope (Luthans et al., 2007). Workers with high PsyCap are more inclined to go above and above the call of duty and act proactively. According to

Avey et al. (2010), employees with high PsyCap levels participate in more helpful activities.

7. Workplace Gratitude

According to recent studies, thankfulness has a beneficial effect on OCB in the workplace. According to Fehr et al. (2017), thankful workers are more inclined to demonstrate altruism, contribute to the well-being of the company, and take on helpful activities.

8. Competence

A person is considered competent if they can carry out tasks or duties with effectiveness using their professional knowledge and skills. It includes problem-solving, using information, using skills, and being able to innovate and adapt in novel circumstances. This is essential for guaranteeing the caliber of the work and advancing professional growth. Employees with high competence can, on the one hand, handle job obstacles more skilfully, produce better results, and so boost their self-esteem and sense of community, which encourages them to participate more actively in OCB. Conversely, highly skilled workers have a higher degree of OCB overall because they are more altruistic, moral, conscientious, loyal, and team-oriented, and they are also more inclined to assist others.

9. Family-Support Motivation

Working for the benefit of one's family, including spouse and children, and making attempts to enhance family well-being is referred to as family-support motivation (Menges et al., 2017). Family-support motivation is an innate motive that is readily influenced by both internal and external surroundings, in contrast to other antecedents. Employees who are focused, giving, cooperative with coworkers and organizational management, and more likely to engage in extra-role behaviours are motivated by their families (Grant, 2007). Because of their tight and rich ties, workers who receive family support are more likely to work diligently for their families, which increases their likelihood of working effectively and for the organization's long-term benefit. Farh, Zhong, and Organ (2004) investigated OCB within the framework of Chinese culture and discovered a relationship between OCB and workers' sense of

duty and family values. This strengthens the connection between OCB and family-support motivation as, in Chinese culture, family values are highly valued, which motivates workers to put in more effort and demonstrate OCB for their families.

10. Task Complexity

Task complexity, which generally indicates the effort needed to complete a task and its difficulty and challenge, is the sum of all intrinsic task features that influence task performance. Both employee competency and work complexity affect how effective OCB is. OCB can be successful if employee competency is commensurate with work complexity; if employees' competence is inadequate to manage complicated tasks, OCB may not be as successful. More personal resources, such as focus, processing speed, perseverance, and effort, are needed for complex tasks. As task complexity rises, employees who initially perform poorly will gain more personal resources, consequently improving their competence and demonstrating greater OCB.

11. Coaching Leadership

Coaching leadership is directing and assisting staff members in achieving desired outcomes by using management techniques that are inspiring and motivating. Building a team, giving criticism and communicating, offering assistance, and empowering staff members are all included. Workers are encouraged to learn and participate in both in-role and extra-role activities when managers serve as role models by setting clear expectations, giving timely feedback, setting goals, and offering learning opportunities (Colquitt, Scott, and LePine, 2007).

By establishing specific objectives and providing the required resources, managers can improve their subordinates' performance in a coaching environment (Kim, Egan, & Moon, 2014). According to Kim (2010), it is therefore interpreted as organizational support and managerial backing, which encourages workers to demonstrate outstanding OCB in return (Boyatzis, Smith, & Beveridge, 2012; Kottke & Sharafinski, 1988).

12. Supervisor Support for Family

One aspect of perceived organizational support (POS), which measures how much an organization values its workers' contributions and is concerned

about their well-being, is supervisor support for families. Employees' emotional and pecuniary benefits from the company determine their matching levels of organizational loyalty and job performance. On the other hand, low levels of perceived organizational support can cause negative feelings and a decline in emotional attachment to the company, which can hurt job productivity, raise mistake rates, and heighten turnover intentions.

According to research by Greenhaus and Powell (2006), workers who feel that their managers are supportive of them in their personal lives report better job satisfaction and fewer plans to leave, which encourages them to demonstrate more OCB by lending a hand to coworkers and getting involved in team activities. According to Wayne et al. (2004), supervisor support for family members also increases workers' dedication and sense of community inside the company, which encourages greater OCB.

III. CONCLUSION AND FUTURE PROSPECTS

This study highlights the significance of creating a positive organizational environment as part of the energy security strategy by identifying competence, family-support motivation, task complexity, coaching leadership, and family support as the main factors influencing Organizational Citizenship Behaviour (OCB) in an organization because it has been connected to higher performance, lower turnover, and better job satisfaction, OCB is essential to the success of organizations. The numerous elements that affect OCB, such as individual, social interchange, work environment, organizational, and contextual factors, were all thoroughly reviewed in this review. The results imply that OCB is a multifaceted phenomenon influenced by a variety of factors. Organizations should stress organizational culture, encourage social interaction processes, and establish a supportive work environment to help foster OCB.

Future research recommendations include assessments of the effects of technological advancements, particularly digital transformation, on the behavioural patterns and overall community behaviour (OCB) of organization workers; cross-cultural comparisons to examine the similarities and

differences of OCB across various cultural contexts; and dynamic mechanism studies using longitudinal designs to track the evolution of OCB over time. To guarantee energy security and economic sustainability, these studies should yield more advanced management methods for all sectors that match talent strategies with industrial development.

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