



---

## **A STUDY ON LITERATURE REVIEW OF FACTORS EFFECTING ORGANISATIONAL CITIZENSHIP BEHAVIOR**

**Madhulata, Assistant Professor  
Shaheed Dalbir Singh Govt. College, Kharkhoda**

### **Abstract**

Each and every organization dreams of the best and fullest output from the employees not just on records but in true sense, that means employees serves the company as like his own business .performing the duties which are assigned is good but performing the duties beyond assigned is superb. In this study it was found that different personality dimensions have impact on OCB whether positive or negative only few are found to be neutral according to the review. The most important factor found effecting OCB is job satisfaction.

Key words..... OCB, Job satisfaction, Personality Dimensions

### **INTRODUCTION**

Each and every organization dreams of the best and fullest output from the employees not just on records but in true sense, that means employees serves the company as like his own business .performing the duties which are assigned is good but performing the duties beyond assigned is superb.

Here comes the concept of organizational citizenship behavior which contains all the positive and fruitful action and behaviors by employees which are beyond their formal description or we can say voluntarily commitment for an organization.

**Organizational citizenship behavior** may not be important to the job, but it can provide benefits for the company as a whole by better efficiency. It is different from task performance because organizational citizenship behavior may not essential to the work at hand. In fact, it is so important behaviors but they aren't included in a formal job description. Employees who engage in such behavior do all they can do to help their organisation run smoothly.



---

**Based on the principles of:**

- altruism
- courtesy
- conscientiousness

**Literature review**

Factors effecting OCB as by Organ (1988) highlighted by (Alkahtani, 2015) comprise of:

1. Altruism: It means when one employee help other employee to perform better for the organization help may be for the less skilled employee or for the new employee.

2. Courtesy: It means eradicating the problems related to formal relations or to the workplace.

3. Sportsmanship: Means that employee have tolerance power rather than complaining for the ideal conditions.

4. Civic Virtue: when an employee care for the welfare of the company perform such duties which are not assigned and shows high concerns.

5. Conscientiosness: proving one self by meeting the standards and trying for more the best outputs with best utilization of resources.

1. Broad mindness: It means sense of curiosity and acceptance of novel things, Mosalaei et al. (2014) found that this factor has a positive correlation with organizational citizenship behavior, Patki and Abhayankar also supported the statement that broad mindness has positive impact on OCB.

2. Resilience: The capacity to recover from difficulties and the capacity to withstand. According to research by Paul et al. (2016), a positive relation was found between resilience and organizational citizenship behavior.

3. Self – efficacy : It means how much an individual believe in one’s own capacity for the best behavior necessary to produce, according to Caillier(2014) research self efficacy has positive impact on organizational citizenship behavior.

According to Bismala, Lila. (2019),



---

Factors which influence Organizational citizenship behavior are organizational climate, job satisfaction and leadership and in this work author also stated that employees will be willing to do more work than formal task through job satisfaction.

According to Ali (2021) ,

The findings according to author indicates that OCB level of English teachers surveyed was found higher than average and also stated that emotional commitment and job satisfaction predicted OCB. According to author demographic factors were found insignificant in relation to OCB.

Bhimo Surya Putra(2019),

The findings according to author indicates that all personality dimensions do not effect OCB. Transformational leadership can enhance OCB , which when mediated by interactional justice and when moderated by psychological empowerment. According to this study gender is also an influencing factor for OCB.

Fathiyah,(2021),

The findings according to author indicates that both external and internal factors influence OCB. Internal factors such as organizational commitment, work motivation, job satisfaction etc.and external factors such as corporate culture and leadership styles most important factor reported was job satisfaction.

Jihad Mohamma(2016),

This study revealed that work ethics predict OCB but do not moderate relationships between procedural and distributive justice with OCB.

## **Findings**

In this study it was found that different personality dimensions have impact on OCB whether positive or negative only few are found to be neutral according to the review. The most



---

important factor found effecting OCB is job satisfaction, different personality dimensions have mediating and moderating impact on OCB in relation to job satisfaction.

## References

Alkahtani, A. (2015). Organizational Citizenship Behavior (OCB) and Rewards. *International Business Research* Vol 8(4) , 210-222

Bismala, Lila. (2019). Factors Affecting Organizational Citizenship Behavior: A Literature Review. 10.4108/eai.8-10-2018.2288740.

Bhimo Surya Putra(2019), *Advances in Social Science, Education and Humanities Research*, volume 395 ,5th ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2019)

Caillier, J. G. (2014). Linking transformational leadership to self-efficacy, extra-role behaviors,

and turnover intentions in public agencies: The mediating role of goal clarity. *Administration and Society*, 48(7), 883–906.

English Teaching, Vol. 76, No. 1, Spring 2021, pp. 125-151,2021 The Korea Association of Teachers of English (KATE) DOI: <https://doi.org/10.15858/engtea.76.1.202103.125>

Fathiyah, F., & Bambang Niko Pasla. (2021). Factors Affecting Organizational Citizenship Behavior (OCB) in Jambi Province Government Employees. *Jurnal Prajaiswara*, 2(2), 127–136.

6th International Research Symposium in Service Management, IRSSM-6 2015, 11-15 August

2015, UiTM Sarawak, Kuching, Malaysia

Jihad Mohamma(2016), Factors Affecting Organizational Citizenship Behavior among

Malaysian Bank Employees: The Moderating Role of Islamic Work Ethic.



---

Mosalaei, H., Nikbakhsh, R., & Tojari, F. (2014). The relationship between personality traits and

organizational citizenship behavior on athletes. *Bulletin of Environment, Pharmacology and Life Sciences*, 3(I), 11–15.

Patki, S. M., & Abhyankar, S. C. (2016). Big five personality factors as predictors of organizational citizenship behavior : A complex interplay. *The International Journal of Indian Psychology*, 3(2), 136–146.

Paul, H., Bamel, U. K., & Garg, P. (2016). Employee resilience and OCB: Mediating effects of

organizational Commitment. *Vikalpa*, 41(4), 308–324.