

A Study on factors that play a role in shaping the Citizenship Behaviour of Organizations (OCB).

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Abstract: By conducting a review of research journals that have been published in the past ten years, the objective of this literature review is to investigate the factors that influence organisational citizenship behaviour (OCB). This will be accomplished through the use of an abstract. Academia, Google Scholar, and EBSCO are the three sources that are used to access journals. The findings demonstrate that not all aspects of a person's personality have either a good or a negative link with OCB. There is some evidence that transformational leadership can boost organisational citizenship behaviour (OCB), but this connection is also mediated by interactional justice and can be controlled by psychological empowerment. In addition, Employee Engagement and Organizational Commitment with Person-Environment Interaction are characteristics that have the potential to influence OCB (P-E). On the other hand, gender does not play a role in OCB.

Key Words: Organizational citizenship behaviour, personality, and leadership are some of the terms to consider here.

Introduction

It is essential for a group or organisation to possess sufficient resources if it is to make progress and evolve through time. In this day and age, advancement and competitiveness are closely intertwined. It is necessary to have resources that are up to par in order to be competitive in today's globalised world. Human resources (HR) are considered an essential resource in comparison to the other resources that are available. HR is one of the available resources. In contrast, human resources are no longer seen as a significant component of a business or an organisation in modern times. It is demonstrated by the fact that many manufacturing facilities have switched from using human resources to relying on advanced technologies to manage the organisation. One thing that needs to be brought to people's attention is the fact that technology is essentially pointless if there is no one to produce it and operate it (Veli, 2017).

Organizational behaviour is a human behaviour that is closely related to phenomena that affect the work of people, teams, and groups inside an organisation, which in turn influences the results of the works. This behaviour is known as organisational behaviour. This action is taken with the purpose of enhancing an organization's productivity and performance levels. The human resources department of a company or organisation needs to have a strong motive to take on additional responsibilities outside of their primary responsibilities in order to meet the difficulties posed by the digital era.

In this particular instance, Veli (2017) mentioned that a lot of people have disagreements with the requirements that are placed on employment. This is due to the fact that in a particular position, in addition to the written job specifications that must be completed, there are also the unwritten job descriptions that must be performed. The unwritten job descriptions include the following: the capacity to work together, to help each other and to provide advise; active involvement; loyalty; communication; the readiness to provide extra services to the clients; and the willingness to use the working time productively. The voluntary completion of additional labour in this instance is an example of what is known as "Organizational Citizenship Activity," which is a form of pro-social behaviour (Husniati & Pangestuti, 2018; Veli, 2017). As a result of this, it is essential to have an understanding of the elements that impact organisational citizenship behaviour in order to establish a mature and growing organisation.

Citizenship-Related Behaviour in Organizations

Organizational Citizenship Behaviour, also known as OCB, refers to the actions of a person that go beyond their responsibilities and job description and are carried out with the intention of enhancing the efficiency with which an organisation operates. The purpose of this activity is to emphasize how important organisation is, despite the fact that it is done willingly and without the expectation of receiving any benefits. (Organ, 2009; Husniati & Pangestuti, 2018; Aldeg & Raschke, 1997; Zhang, 2011; Zhang, 2011). Since there is an extra-role performance, as stated by Organ, Podsakoff, and B. MacKenzie (2005), one can deduce that OCB and extra- role have commonalities. Veli (2017) broke OCB down into five categories, which are as follows: 1) altruism, which is defined as a helping behaviour carried out by an individual in an organisation related to the tasks; 2) conscientiousness, which is defined as paying attention to something in greater detail so that problems can be minimised in terms of time and organisational rules; 3) courtesy, which is defined as respect and courtesy towards others; 4) sportsmanship, which is defined as being tolerant to conditions that are not ideal for two different OCB factor models were developed by Williams and Anderson (1991) and Patki and Abhyankar (2016). The first type of organisational citizenship behaviour is called Organizational Citizenship Behaviour directed at Individuals/Colleagues (OCBI), and it is behaviour that is aimed at individuals or colleagues. The second type of organisational citizenship behaviour is called Organizational Citizenship Behaviour directed at the Organization (OCBO), and it is individual behaviour for the organisation itself.

Reviewing the Process

Data was gathered from articles that are published in electronic journals and are searchable through online databases. These databases include Google Scholar, EBSCO, APA, SAGE journals, and Emerald insight. To meet the requirements for the papers that were used, the journals in which they were published need to have done so within the past 10 years. OCB served as the study's dependent variable, or Y variable, throughout its

entirety. "Organizational Citizenship Behaviour (OCB)" was the keyword that was used to locate the appropriate publications, and the results revealed that there were 19 papers that were suitable.

The Results, as well as a Discussion

In recent years, a variety of research projects concerning OCB have been carried out. During the course of the search, we came across 19 papers that satisfied the requirements that the researcher had established. The total sample size for this research project is 5475 individuals. These individuals come from a wide range of professions and academic and athletic fields. The attributes that were utilised have been found in OCB, as have the aspects that have the potential to alter OCB itself. The following is a description of the findings, which were published in the journals.

Individual Differences in Organizational Citizenship Behaviour (OCB) in Relation to Personality Factors

Researchers Mosalaei et al. (2014), Mushraf, Al-Saqry, and Obaid (2015) found that openness to experience has a positive correlation with OCB, which makes it one of the personality factors that can improve OCB and establishes it as one of the personality factors that can improve OCB in an OCB with the big five personalities. This remark was confirmed by Patki and Abhyankar (2016) when they mentioned that openness to experience is the most important aspect in OCB. As a consequence of this finding, one can draw the conclusion that an increase in openness to experience will likewise result in an increase in OCB.

In the meantime, Mosalaei et al. (2014) and Mushraf et al. (2015) mentioned that there is a positive correlation between agreeableness with OCB dimensions (Altruism, Conscientiousness, Courtesy, Sportsmanship, and Civic virtue), but that this correlation is mediated by openness to experience and extraversion. In other words, agreeableness is positively correlated with OCB dimensions when extraversion and openness to experience are present (Patki & Abhyankar, 2016). On the other hand, Singh and Singh (2009) held a contrary viewpoint because the findings of their study indicated that agreeableness is only related to four dimensions of OCB, namely altruism, conscientiousness, courtesy, and sportsmanship, but that agreeableness does not correlate with civic virtue. Leephaijaroen (2016), on the other hand, was not of the same opinion as Singh and Singh (2009). He asserted that civility does not correlate with agreeableness, however civic virtue does connect with agreeableness.

When speaking about the conscientiousness dimension of the OCB, Singh and Singh (2009) mentioned that there is a substantial link between all of the OCB dimensions. The research that was carried out by Mosalaei et al. (2014) and Mushraf et al. (2015) who state that there is a positive link between conscientiousness and OCB provided support for this viewpoint. However, Patki and Abhyankar (2016) highlighted that openness to experience and extraversion also play a role in mediating agreeableness and conscientiousness. These findings, on the other hand, contradict the findings of a study that was carried out by Leephaijaroen (2016),

who claimed that conscientiousness only satisfies three characteristics of OCB, namely altruism, conscientiousness, and civic virtue.

In addition, study conducted by Mosalaei et al. (2014) on the trait of extraversion within the context of the personality component of openness to experience concluded that there is no association between extraversion and OCB. In contrast, the findings of the research carried out by Purba et al. (2015) and Patki & Abhyankar (2016) showed that there is a connection between extraversion and OCB. These findings contradict the findings of Mosalaei et al. (2014), which suggested that there was no such link. Mushraf et al. (2015) found that extraversion had a positive connection with OCB, which is consistent with the findings of the previous study. The findings of the research conducted by Singh and Singh (2009), who discovered that extraversion is a determining factor of OCB, further lend credence to this assertion. According to these findings, people who have a personality trait known as extraversion also have a greater propensity to have a high OCB.

Neuroticism, on the other hand, is another aspect of one's personality that can have an effect on OCB. According to the findings of a research project that was carried out by Singh and Singh (2009), neuroticism has a negative impact on three (three) aspects of OCB, including sportsmanship, civility, and altruism. The research conducted by Mosalaei et al. (2014) and Mushraf et al. (2015) also found a negative association between neuroticism and all dimensions of OCB. This implies that when neuroticism is low, the OCB dimensions would be high, and vice versa. In contrast to the earlier research, the study that was carried out by Leephaijaroen (2016) accepted that neuroticism is solely associated to two (two) OCB characteristics, namely courtesy and civic virtue.

In addition to the personalities that are covered in the Big Five Personality dimension, there is a further personality dimension known as resilience that can have an effect on OCB. According to the findings of the study that was carried out by Paul et al. (2016), there is a relationship that is favourable between OCB and resilient behaviour. Additionally, organisational commitment acts as a mediator for the association between resiliency and OCB. Additionally, it was discovered by Caillier (2014)'s research that an increase in self-efficacy can lead to an increase in OCB.

Behaviour that demonstrates Organizational Citizenship (OCB) in Conjunction with Leadership

Given that transformational leadership has a significant correlation with the act of sharing knowledge and trusting others, it stands to reason that transformational leader could improve organisational citizenship behaviour (OCB) by demonstrating trust to their subordinates in order to generate significant opportunities for influencing the work of others (Lin & Hsiao, 2014; Jha, 2014; Caillier, 2014). This idea demonstrates that within an organisation, a leader who possesses transformational leadership can make a significant contribution

to the development of the organisation. On the other hand, Carter et al. (2014) found that the race that was brought up in the context of interactional justice acts as a mediator between the correlation of transformational leadership with organisational citizenship behaviour (OCB) and the fact that it was established. According to the findings of the research that was carried out by Jha (2014), psychological empowerment has the potential to mitigate the association between transformational leadership and OCB. In addition, Babcock-Roberson and Strickland (2010) found that charismatic leadership had a beneficial impact on organisational citizenship behaviour (OCB). Along the same lines as the association that exists between these two variables, work engagement also serves the purpose of a mediating variable. A number of the findings from the research pointed to the fact that the mechanism of charismatic leadership executes a full mediation with the variable of work engagement.

A study conducted by Khan and Abdul (2012) came to the conclusion that the leadership style does not have a significant correlation with OCB. However, the presence of managerial coaching can improve OCB, both OCBI and OCBO for employees, so this is one factor that could improve OCB. This contradicts the findings of the four (four) studies that were discussed previously. In addition, flourishing in one's career acts as a mediator between the association between management coaching and OCB. The presence of managerial coaching has the potential to increase OCB by acting as a facilitator to conduct coaching activity with the goal of improving subordinates' levels of performance (Raza, Ali, Ahmed, & Ahmad, 2018).

Behaviour in the Context of Organizational Citizenship (OCB) with Motives and Motivations

Within the scope of their research, Rioux and Penner (2001) classified OCB as falling into one of two categories: OCBI or OCBO. In OCBI, a concern for the greater good of society serves as the primary driving force, whereas in OCBO, organisational concerns take precedence. It is possible to draw the conclusion that intentions play a significant role in OCB. A person's intentions may also influence their behaviour, which is another factor to consider. There are two types of individual motivations: intrinsic motivations and extrinsic drives. Both types have the potential to influence OCB. The effect of intrinsic motivation, on the other hand, is stronger than the effect of extrinsic motivation, when it comes to affecting OCB. In addition, organisational commitment acts as a buffer, reducing the link between OCB and the influence of extrinsic incentive (Ibrahim & Aslinda, 2014).

Taking into account other Factors alongside Organizational Citizenship Behaviour (OCB)

The employee engagement component connects with organisational citizenship behaviour (OCB), in addition to the leadership, personality, and motivation variables. According to the findings of research carried out by

Ariani (2013), there is a connection between OCB and employee engagement that is in a good direction. The level of a person's excitement for the work that they are assigned is known as employee engagement. Therefore, when there is a high level of employee engagement, there is also an improvement in OCB. The study done by Farzaneh et al. (2014) found that there is additional association between organisational commitments and OCB, and this correlation is mediated by person-environment fit (P-E). According to the findings of Chen and Kao's (2012) research, additional elements such as professional commitment, psychological contract, and work values can all contribute to an increase in OCB. The research also found that the connection between OCB and work values is mediated by professional commitment and psychological contracts. This was another interesting finding from the study. On the other hand, another research that was discussed indicates that gender does not play any role in OCB, which means that the criteria for OCB do not differ between males and females (Ariani, 2013).

Conclusions and Suggestions for Further Research

According to the findings of this literature review, the variables that have the potential to influence OCB can be broken down into two categories: internal and external. Personality, one's reasons for doing things, and motivation are examples of internal elements, while leadership is an example of an external influence. For the purpose of conducting additional study on the same subject, it is recommended that the OCB variable be split into two distinct variables, which will be referred to as OCBI and OCBO respectively. In addition to this, it is anticipated that it will examine more specifically, rather than generally, into the aspects that are related to the OCB dimension.

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