

FOSTERING ORGANIZATIONAL CITIZENSHIP: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

This systematic literature review delves into the intricate dynamics between transformational leadership, perceived external prestige, perceived organizational support, and their combined influence on the enhancement of Organizational Citizenship Behaviour (OCB) within corporate settings. OCB represents discretionary actions by employees that extend beyond their formal job requirements, contributing positively to the overall organizational climate and effectiveness. This paper presents an explanatory research study focused on exploring the relationships among key variables, including human capital, motivation and job satisfaction, as they relate to employee performance. Specifically, the study delves into the Effect of Transformational Leadership, and POS (Perceived Organizational Support) on Organizational Citizenship Behaviour (OCB).

The research design employed is a comprehensive literature review, aiming to collect and analyze published articles published in the last five years across six different academic sources. The degree to which employees believe their organization values their well-being and contributions play a pivotal role in promoting OCB, as it fosters a positive work environment and fosters reciprocation. The findings of this literature review suggest a significant connection between Transformational Leadership, and POS with OCB. This research serves as a foundational conceptual framework, offering insights and understanding into the interplay of these critical factors within the workplace, ultimately impacting organizational commitment.

KEYWORDS: Corporate Reputation Leadership Style, OCB, POS, PEP, Transformational Leadership.

I. INTRODUCTION

The development and promotion of Organizational Citizenship Behavior (OCB) within an organization require various factors and stimulants. One of the critical drivers is effective leadership, particularly Transformational Leadership. Transformational leaders have the ability to create a conducive environment that inspires enthusiasm among employees when completing their tasks. This leadership style can foster pride among employees for being part of a prestigious organization. Additionally, organizations that support the development and fulfilment of employees' needs tend to enhance their commitment to the organization. OCB, by its nature, involves employees going beyond their official job descriptions to contribute voluntarily to the organization's well-being, often without formal recognition or rewards. However, these contributions can significantly improve the organization's efficiency and effectiveness. Transformational leadership style has been shown to positively influence employee behavior, including their willingness to engage in OCB (Eisenbeiss et al., 2008).

Transformational leadership plays a pivotal role in influencing employees' OCB. Leaders who exhibit transformational leadership behaviours can cultivate OCB among their employees. The mechanism through which this happens is typically socialization. Leaders impart the values and behaviours associated with OCB to their followers, who then adopt and practice these behaviours within the organization. Furthermore, employees' perception of the organization's external prestige or reputation can also impact their willingness to engage in OCB. The perceived external prestige of an organization is, therefore, of increasing significance. Employees may engage in citizenship behaviours with the aim of enhancing their organization's image in the eyes of the public (Vergauwe et al., 2005). A positive perception of the organization as prestigious can further motivate employees to contribute voluntarily and go the extra mile in their roles. This perception can be shaped and reinforced by the organization's leadership and communication efforts.

Fostering OCB involves a combination of effective leadership, particularly Transformational Leadership, and creating a positive organizational culture where employees feel pride in their affiliation with a prestigious organization. When these elements are in place, employees are more likely to engage in OCB, ultimately benefiting the organization's performance and functionality. The perceived prestige of an organization can influence the pride employees feel in their association with it, potentially motivating them to engage in OCB as a means of maintaining or enhancing the organization's reputation (Wang & Hsieh, 2013).

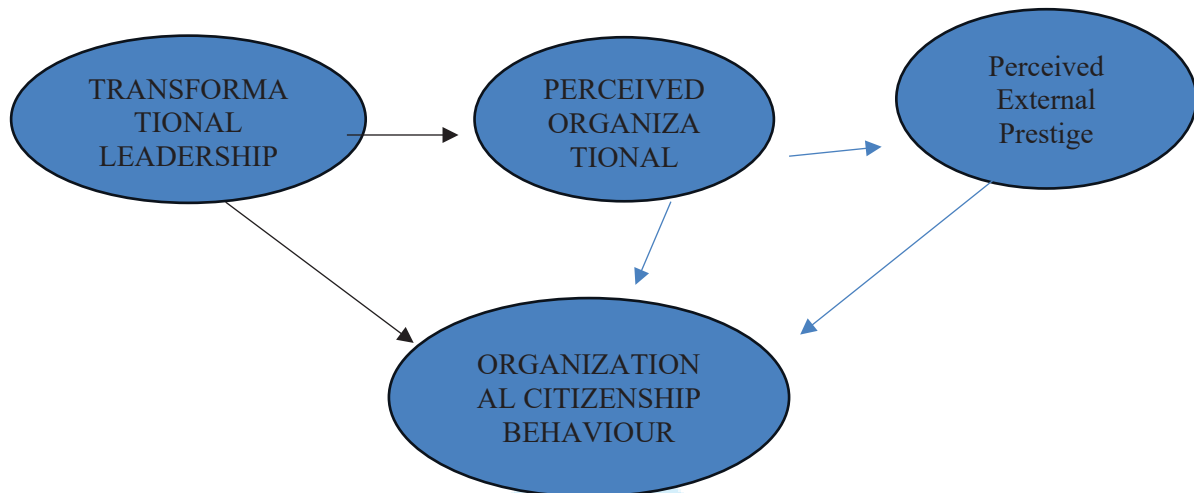
Indeed, perceived external prestige and perceived organizational support can significantly influence employees' Organizational Citizenship Behaviour (OCB) and their overall performance in the organization. Here's a breakdown of these factors and their effects:

- A. Perceived External Prestige:** When employees perceive their organization as having a good reputation externally, it can have several positive effects. Employees may feel a sense of pride and accomplishment in being associated with a reputable organization. This sense of pride can boost their enthusiasm and motivation to perform their tasks well. When employees believe that their organization enjoys a favourable external reputation, they are more likely to engage in OCB (Gong et al., 2009). Feeling that they are part of a prestigious company enhances their sense of belonging and identity with the organization. This, in turn, can drive them to go the extra mile in their roles and engage in OCB.
- B. Transformational Leadership:** Transformational leaders are known for their ability to inspire and motivate their followers. They articulate a compelling vision and provide a sense of purpose for their teams. This inspiration can lead employees to feel more enthusiastic and committed to their work, including going above and beyond their formal job roles by engaging in OCB. When employees are motivated and inspired, they are more likely to volunteer their time and effort for the betterment of the organization.
- C. Perceived Organizational Support:** Employees who perceive that their organization provides them with support tend to reciprocate by demonstrating higher levels of commitment and engagement. When organizations offer support, such as training, career development opportunities, and a supportive work environment, employees feel a sense of responsibility towards the organization. This feeling of support strengthens the bond between employees and the organization. Consequently, employees feel obligated to contribute more to the organization's success. This support also aligns with the reciprocity norm, where employees respond positively to the support provided by their organization by being more engaged and dedicated.

In summary, perceived external prestige, Transformational leadership, perceived organizational support and leadership are interconnected factors that play a crucial role in fostering OCB and enhancing employee work performance. However, the dynamics of OCB extend beyond the realm of leadership. In today's globalized business landscape, organizations are acutely aware of the influence of external stakeholders and the importance of maintaining a positive external reputation (Deephouse, 2000).

These elements create a sense of attachment, loyalty, and responsibility among employees, leading to their active engagement in activities that benefit the organization beyond their formal job descriptions. This, in turn, contributes to the growth and success of the organization.

Fig1: Conceptual Model of Organizational Citizenship Behavior



Source: Compiled by Author

II. OBJECTIVES OF THE STUDY

- A. To conduct a systematic literature review to explore the link between transformational leadership and organizational citizenship behavior.
- B. To investigate the potential moderating or mediating role of perceived external prestige in the relationship between transformational leadership and OCB.
- C. To examine the impact of perceived organizational support (POS) on the relationship between transformational leadership and OCB.

III. A CONCEPTUAL FRAMEWORK

A. Methods

The methodology used in study is a Systematic Literature Review (SLR), following the guidelines proposed by Xiao & Watson (2019). SLR is a rigorous method for identifying, evaluating, and interpreting all available research relevant to research questions or the topics of interest. Xiao & Watson (2019) outline the SLR process in three phases: planning, execution, and analysis of results.

Here's a breakdown of the key components of methodology:

a. Planning Phase: This is the initial stage of SLR process It defines the research questions or topics of interest.

- Establish inclusion and exclusion criteria to determine which papers will be included in your review.
- Plan the search strategy, including the selection of data sources and the determination of keywords and synonyms related to your research focus.

b. Execution Phase: In this phase:

- Implement the plan you developed in the planning phase.
- Execute the search strings on the selected web pages or databases (Emerald Insight, Wiley Inter Science, Science Direct) to identify relevant papers.
- Use logical operators (e.g., OR, AND) to connect keywords and synonyms to refine your search and ensure comprehensive coverage of relevant literature.
- Apply speed reading techniques to review the abstracts of potential primary study candidates. This step helps quickly assess whether a paper aligns with your inclusion and exclusion criteria.

c. Analysis of Results Phase: Once you have identified potential primary study candidates, then you can:

- Evaluate the selected papers in more detail to determine if they meet your inclusion criteria.
- Extract relevant data from the selected papers.
- Analyze the findings and results reported in these papers to address your research questions or topics of interest.
- Synthesize the key findings and draw conclusions based on the collective evidence from the selected literature.

Overall, your SLR methodology is designed to systematically gather and analyze relevant literature from specific data sources using a predefined search strategy. This approach ensures that your study is thorough, transparent, and replicable, providing a strong foundation for your research findings and conclusions. These steps demonstrate the systematic nature of your literature review, which ensures that the selected articles align with your research objectives and criteria.

The final set of 20 articles will serve as the basis for your in-depth analysis and reviews, helping you draw meaningful insights and conclusions in your research.

B. Impact of transformational leadership on Organizational Citizenship Behavior (OCB)

Leadership style indeed plays a crucial role in influencing the behavior of employees, including their Organizational Citizenship Behavior (OCB), and ultimately impacting the organization positively.

- a. Leadership styles influence behavior:** Different leaders exhibit various leadership styles, and these styles can significantly influence the behavior of employees. Leadership style is a reflection of the leader's nature and approach to leading a team or organization.
- b. Positive impact of leadership styles:** Transformational leadership, in particular, has a positive impact on OCB. Transformational leaders inspire and motivate their followers, leading to increased OCB among employees. This positive behavior, in turn, benefits the organization by improving service quality and group performance.
- c. Employee commitment:** OCB plays a crucial role in influencing employee commitment. When employees engage in OCB, they often feel a stronger commitment to the organization. This commitment can result in improved efficiency, effectiveness, and creativity within the organization.
- d. Mechanisms for OCB:** Leaders can establish mechanisms to maintain, develop, and change OCB behaviours among employees. These mechanisms are taught by leaders and are adapted by their followers through the process of socialization.
- e. Transformational leadership influence:** Transformational leaders have a significant influence on their followers, inspiring them to put aside personal interests for the greater good of the organization. They pay attention to their followers' self-development needs, change their awareness of organizational issues, and encourage innovative problem-solving approaches.

f. Mediation pathways: Research indicates that transformational leadership positively impacts organizational commitment, job satisfaction, and affective commitment. These variables mediate the relationship between transformational leadership and task performance, leading employees to engage more actively in OCB behaviours.

The above statement highlights how leadership styles, with a focus on transformational leadership, can shape employee behavior, particularly OCB. Effective leadership styles can lead to improved organizational outcomes by fostering commitment, innovation, and adaptability within the organization, ultimately contributing to its success and competitiveness.

C. Impact of perceived organizational support on OCB

POS focuses on the perception of employees regarding how much organizations value their contributions and care about their well-being. It is based on the idea of social exchange, where employees feel obliged to reciprocate positive treatment. High levels of organizational commitment can foster voluntary OCB among employees. Social exchange theory posits that individuals are more likely to reciprocate with positive behavior when they are treated well by others. In the context of organizations, this means that when employees perceive high levels of support from their organization, they are more inclined to engage in OCB.

The impact of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior." This study found that POS positively influenced OCB, particularly in the context of hotel employees. The high level of perceived support created an obligation for individuals to reciprocate through increased OCB. Transformational leadership is characterized by leaders who inspire and motivate employees, foster teamwork, and help employees achieve their goals. This leadership style can significantly impact employee commitment. Organizational commitment plays a mediating role between transformational leadership and OCB.

Commitment addresses the motives associated with OCB behavior and can be a driving factor behind increased OCB. The research by Thomas Ng conducted a study using structural equation modelling (SEM) with 416 samples. The findings of this research indicate that transformational leadership positively influences OCB, with affective commitment (a dimension of organizational commitment) acting as a mediator. The above highlights the

importance of perceived organizational support and transformational leadership in fostering OCB among employees.

POS creates a sense of obligation for reciprocity, while transformational leadership motivates and inspires employees, with affective commitment playing a crucial role in mediating the relationship between leadership style and OCB.

D. Impact of perceived external prestige on Organizational Citizenship Behavior (OCB)

The impact of perceived external prestige on Organizational Citizenship Behavior (OCB) is a relevant and intriguing aspect of organizational psychology. Perceived external prestige refers to how employees view their organization's reputation and status in the external environment, such as in the industry or community. Here's an exploration of how this perception can influence OCB:

- a. Enhanced organizational identification:** When employees perceive their organization as prestigious in the eyes of external stakeholders, they may experience an increased sense of pride and identification with the organization. This heightened organizational identification can motivate employees to engage in OCB, as they want to uphold and contribute to the organization's positive reputation. Employees who believe their organization has a prestigious image are more likely to be motivated to represent the organization positively. This motivation can lead to behaviours that are considered OCB, such as speaking positively about the organization to others, participating in community outreach programs on behalf of the organization, or promoting the organization's brand. A perceived external prestige can positively impact employee morale and job satisfaction.

Employees working for a prestigious organization may feel a greater sense of pride and job satisfaction, which, in turn, can lead to increased OCB. Happy and satisfied employees are often more willing to go the extra mile in their roles. When employees perceive their organization as prestigious, they may feel social pressure to adhere to positive workplace norms. Peer influence can play a role here, as employees may observe their colleagues engaging in OCB and be more inclined to follow suit to maintain the organization's positive image. A prestigious reputation in the external environment can also enhance trust between employees and the organization.

Employees who trust their organization are more likely to feel a sense of commitment, including affective and normative commitment. This, in turn, can lead to OCB, as employees are more likely to voluntarily contribute to an organization they trust and to which they feel loyal. Organizations perceived as prestigious may find it easier to attract and retain top talent. High-performing employees are more likely to engage in OCB, and their presence can positively influence the behavior of their colleagues. In summary, perceived external prestige can have a significant impact on OCB. This impact can manifest in various ways, including enhanced identification, motivation for positive representation, boosted morale, adherence to positive social norms, increased trust and commitment, and attraction and retention of talent, all of which contribute to OCB.

IV. RESULT AND DISCUSSION

Data extraction is a crucial step in the systematic review process, where one gather and organize data from the selected studies to conduct a thorough analysis. The author is extracting data based on three main criteria: years of publication, journal, and country.

Table 1 Articles distribution by Year

Serial Number	Years	Number of Articles
1	2013	8
2	2015	6
3	2016	5
4	2017	4
5	2019	3
Total		26

Source: Compiled by Author

The above table shows the number of review studies has grown at a faster pace since 2013 and is likely to increase in the next five-year interval. The publication trend of review studies reflects the maturity of the discipline

Table 2 Article distribution between years 2013-2019

Serial Number	Journal Name	Number of Articles
1	Academy of Strategic Management Journal	1
2	International Journal of Research in Business Management	1
3	Global Journal of Human Resource Management,	1
4	European Journal of Management and Business Economics	1
5	International Journal of Advanced Research,	1
6	Journal of Vocational Behaviour	1
7	International Scientific Research Journal	1
8	European Journal of Human Resource Management Studies	1
9	European Journal of Business and Management	1
10	Evidence-Based HRM	1

Source: Compiled by Author

The above table shows that different esteemed journals are publishing the research paper on these domains. The list includes both international and European journals, underscoring the global reach and relevance of these publications. The data presented in this table serves as an overview of the number of articles recently published in these specific journals, each of which adds to the body of knowledge in its respective field. Researchers and professionals interested in these areas may find these articles valuable for their research and reference.

It is concluded that the literature reviews had found evidence supporting the relationships between Transformational Leadership, Psychological Empowerment (PEP), and Perceived Organizational Support (POS) on Organizational Citizenship Behaviour (OCB). This suggests that these factors are conceptually linked and have an impact on employee behaviour.

- A. Conceptual Starting Point:** It acknowledges that the review's results serve as a conceptual starting point for building a more integrated discipline. In other words, the findings provide a foundation for future research and exploration of these concepts in greater depth.
- B. Limitations:** It has been recognized that the limitations of the literature review, particularly regarding the sources of data. It has been mentioned that the review relies on a limited number of publication provider websites due to access constraints. This limitation may affect the comprehensiveness and diversity of the studies included in review.
- C. Call for Further Research:** The research paper recommends that future studies should aim to improve the scope of literature sources. Expanding the sources of data can help researchers to gain a broader and more diverse understanding of how these concepts are implemented in various case studies.

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