INTRODUCTION
With the onset of economic reforms, liberalization and globalization, the Indian corporate world felt the necessity of a cultural shift in work practices at the organizational level, focusing on employee efficiency, restructuring and reengineering. In respect of the present industrial scenario, more than technology, the key to achieving enhanced organizational performance are the people in the organization. Organizational change is aimed at transforming the existing organizations into innovative, performing ones that concomitantly lead to a matrix of new work ethos involving people’s values and performance.

Again, behaviour assumes a central position in innovative-performing organizations, which develop and offer innovative solutions to the problems of the customers-clients, based on expertise. It has been observed that people sometimes do perform more than what they are expected to do, which ultimately helps the organizations to enhance productivity. Such behaviour has been conceptualized as Organizational Citizenship Behaviour or OCB (Bateman and Organ, 1983). OCB research attempts to discover what makes employees engage in citizenship behaviours and how this can be used within the organization to enhance efficiency and productivity. According to Organ (1988), OCB indicates, “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” Organ’s (1988) conceptualization of OCB includes five behaviour types—altruism, courtesy, sportsmanship, conscientiousness and civic virtue—all necessary for effective organizations.
Furthermore, Organ (1997) called for a greater attention in research foci on the predictors of OCB, noting that employee motives may offer an empirical explanation of the phenomena. However, there is a dearth of research in this arena with regard to OCB. Dewett and Denisi (2007) have explored the facets that motivate OCB in terms of their theoretical rationale and research propositions on Regulatory Focus Theory (RFT); their findings report that the exhibition of OCB is influenced by the employee’s regulatory state thus highlighting on the motivational aspects of OCB.

Over and above, several other researchers (Borman and Motowidlo, 1993) have emphasized that personality factors would influence OCB, on the assumptions that personality characteristics are most likely to be manifested in overt behaviours, when they involve meaningful actions, occur over an extended period of time, cover a wide range of situations and are relatively unconstrained by situational demands of formal role requirements (Funder, 1994).

Previous empirical studies (Bateman and Organ, 1983; Applebaum et al., 2004) and the conceptual rationale proposed by Organ (1988, 1990) provided support for a hypothesized positive relationship between job satisfaction and OCB. According to Robbins (2001), there is a modest overall relationship between job satisfaction and OCB.

In this context, the underlying spirit or character of an organization that made up of its beliefs, customs or practices,
is undeniable. It includes, among other things the values, beliefs and behavioural norms and expectations shared by an organization's members (Schein, 1990).

Finally, the work environment of an organization seems to function as a positive catalyst in shaping the OCB. Work environment not only includes the physical environment, such as the building and its interiors, lighting and noise level but also the cultural and social conditions of the concerned organization (Turnipseed and Murkison, 2000; O’driscoll et al., 2006).

While the relevance of OCB in effective and performing organization is beyond the gamut of doubtful exploration, there has been a limited citation of relevant empirical studies on OCB in India and the adjacent oriental countries.

Most of the empirical studies on OCB have highlighted on three aspects- (i) the first line of research dealt with the construct validation of OCB and its dimensions (Bateman and Organ, 1983; Williams and Anderson, 1991; Hui et al., 2004). (ii) the second line of research dealt with OCB as a dependent variable (Weiss and Adler, 1990; Organ and Ryan, 1995; Wayne et al., 2002). (iii) the third line of research treated OCB as an independent variable which led to testify its impact on organizational productivity and effectiveness (Borman and Motowidlo, 1993; Bolino, 2002; Ahearne et al., 2004). It is with relevance to the first and second line of research that the present study has dealt with the concept of OCB. The existing research literature has incorporated very few empirical studies in India which followed methodological precision although they
have highlighted the importance of Organizational Culture (Kar and Tewari, 1999), Equity Sensitivity and Organizational Justice (Moideenkutty, 2002) and Psychological Empowerment (Bhatnagar and Sandhu, 2005) as antecedents of OCB. The present study therefore has attempted to study the nature of OCB with special reference to Indian context in private and public sector organizations, encompassing its relationship with significant dispositional variables namely, personality, attitudinal variables namely, motivation and job satisfaction and contextual variables namely organizational values and work environment in an integrated way.