CHAPTER II

CONCEPTS AND REVIEW

The objective of the study is to suggest methods to enhance the levels of Organisational Citizenship Behaviour (OCB) among the higher secondary school teachers of government, government – aided and private schools. It requires the use of several concepts. This chapter gives the definition of several concepts related to OCB and presents a review of past studies related to OCB. The chapter is arranged into two sections: the first section presents the concepts and the second section gives an objective review of literature

Section I – Concepts

The effective functioning of an organisation depends on employee efforts that extend beyond formal role requirements (Source: Barnard, 1938; Katz & Kahn, 1966; Organ, 1988). Organ (1988) termed these extra efforts as “organisational citizenship behaviours” (OCB), and defined them to include activities that target other individuals in the workplace (e.g., helping coworkers or communicating changes that affect others) and the organisation itself (e.g., actively participating in group meetings or representing the organisation positively to outsiders). Organisational citizenship behaviours (OCB) describe the actions in which employees are willing to go above and beyond their prescribed role
requirements. Organisational Citizenship Behaviour (OCB) is a unique aspect of individual activity at work, first mentioned in the early 1980s. Over the past three decades, interest in these behaviours has increased substantially.

Originally, experts in the field of management focused only on activities that directly supported the output of the organisation. As the job market became more aggressive, it becomes necessary for employees to go above and beyond that which is formally required by the job description in order to remain competitive.

**Organisational Citizen**

Organisational citizen is a person who exhibits discretionary behaviours beyond its role, duties and official job description. An organisational citizen is not seeking rewards from the organisation for his discretionary behaviours. In fact, his behaviour roots in his job devotion on the belief that his discretionary behaviour will be helpful for the organisation progress. Therefore, he makes additional attempts for improvement and advancement of the organisation. Earlier researches in OCB are mostly conducted to identify employees responsibilities and or behaviours in organisation that is often overlooked. Although the measurements of these behaviours are incomplete in traditional job performance evaluations and even sometimes overlooked, they are helpful in improving organisational effectiveness.
Concept of OCB

While there is total agreement on the existence of OCB, there is much less convergence on the theoretical underpinnings of these desired behaviours. OCB is the proposed construct coined by Organ (1977) during his initial attempt to understand these as-yet-unnamed behaviours as a better representation of “performance” in the "satisfaction-causes-performance" controversy. Dennis Organ defines OCB as actions in which employees are willing to go above and beyond their prescribed role requirements. Dennis Organ is generally considered the father of OCB. Organ expanded upon Katz's original work. Organ (1988) defines OCB as “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 organisation.

Dyne et al., (1995) views OCB as “affiliative and promotive” behaviours that demonstrate the actor's desire to maintain a relationship with the target (i.e., coworkers or the organisation) and contribute to the target's success. A few other experts portray OCB as socially desirable behaviours. Walz and Niehoff (1996) in their study expresses that OCB represents a set of desirable organisational behaviours, which demonstrate multi-dimensional relationships with positive organisational consequences.
Borman (1993) and Motowidlo (1997) bring in the concept called ‘contextual performance related to OCB that contribute to the effectiveness of the organisation by shaping the organisational, social, and psychological context that serves as the catalyst for task activities and processes. As opposed to “task performance” (i.e. the effectiveness with which job incumbents perform activities that contribute to the organisation’s technical core) by “contextual performance” the authors refer to those behaviours that employees engage in many work behaviours that fall outside the rubric of task performance. Their taxonomy of contextual performance includes persisting with enthusiasm and extra effort as necessary to complete own task activities successfully, volunteering to carry out task activities that are not formally part of own job, helping and cooperating with others, following organisational rules and procedures and endorsing, supporting, and defending organisational objectives.

Another definition of OCB comes from Dyne et al. (1995) who proposes the broader construct of "extra-role behaviour" (ERB). It is defined as "behaviour which benefits the organisation and or is intended to benefit the organisation, which is discretionary and which goes beyond existing role expectations". Scotter & Motowidlo (1996) suggests that contextual performance should be separated into the two narrower constructs of “interpersonal facilitation” and “job dedication,” which are similar to Organ’s interpersonally directed and organisationally-directed factors respectively.
Antecedents of OCB

A conceptually sound framework for understanding why OCB occurs seems to be missing. Historically, each new study suggested, and to an extent found support for, a new antecedent of OCB. But it is evident that a convergence for coherence in the conceptual underpinnings of OCB is literally missing. It is argued that this lack of convergence in the search for antecedents is not due to any measurement issues; rather OCB is primarily studied as an impetus for better organisational performance along with other commonly recognized organisational variables.

Antecedents to OCB are the factors that enhance or impede the level of employees performance in an organisation. Apart from the traditional measures of employee productivity, it is important to monitor that set of work behaviours that goes beyond the role description but also are important contributors to the effectiveness of the organisation. Like most behaviours, OCB are also subject to multiple antecedents. That is, there is no single cause of OCB. Therefore, it makes sense that applying the same rationale to OCB. When the antecedents of this particular class of behaviours are better understood, employees would be more effective to cultivate the OCB among their co-workers in the organisation. The empirical studies conducted by Cardona, Lawrence, Bentler,(2004) & Hodson (2002) suggests that there is a positive relationship between OCB and the performance of the organisation.
Muhammed et.al (2010) tries to find out relationship between antecedents of OCB and organisations performance in Pakistan. Organisational citizenship behaviour is composed of three components: civic virtue, altruism and conscientiousness. Results prove that organisational citizenship behaviour antecedents have positive relationship with organisations performance. This study shows that organisations working in Pakistan must adapt these three antecedents of organisational citizenship behaviour to improve organisations performance. Employees discharging their functions selflessly and with great devotion would harmonize their work and discharge their function in team concept. Organisation would be considered as part of their personality and its growth would yield benefit not to the individual but a collective cause of an organisation. Podsakoff et. al, (2000) brings out that a wide range of employee, task, organisational and leader characteristics are consistently found to predict different types of OCB across a range of occupations.

**Creating Factors of Organisational Citizenship Behaviour**

The search for a host of reliable predictors of OCB is increasing during the last two decades. During this time span the researchers tried to figure out various enabling factors of OCB, with varying degrees of predictive merit. Factors mentioned to be instrumental in establishing organisational citizenship behaviour are job satisfaction, organisational commitment, organisational identity, organisational fairness, trust, leadership types, leader-follower relationship,
organisational performance, organisational effectiveness, organisational success, customer satisfaction, customer loyalty, social capital, etc (Source: Mackenzie, Podsakoff and Fetter, 1993)

Cohen Aaron (2006) examines the relation between multiple commitments organisational commitment, occupational commitment, job involvement, and group commitment, ethnicity, and cultural values (individualism/collectivism, power distance, uncertainty avoidance, and masculinity/femininity) with organisational citizenship behaviours (OCB) and in-role performance. The results show substantial differences in the four cultural dimensions and in two commitment forms. Ethnicity and the four cultural values are related strongly to in-role performance and organisational OCB.

Robert et.al (1990) describes the relationship between perceived organisational support and employee diligence, commitment and innovation. Two studies are conducted for this purpose. The first study tests that perceived organisational support is negatively related to absenteeism and is positively related to the performance of conventional job responsibilities. In the second study perceived organisational support is positively related to affective attachment, performance outcome expectancies and the constructiveness of anonymous suggestions for helping the organisations.
Thanswor et.al (2001) explains the structure of and relationship between OCB and its relation to Organisational Commitment (OC) in a rarely socio-cultural context in Nepal. Three components of commitment are identified for this purpose namely - Affective commitment (AC), Continuance commitment (CC) and Normative commitment (NC). Three major issues meriting further investigation are: Cross cultural applicability of the constructs of OC and OCB; With respect to OCB, controversy remains as to both structural features of the construct overall and the casual relationships between components of OC and components of OCB. The study reveals that OC generates OCB and specifically NC plays a major role in shaping OCB.

Vivian et. al (2009) explores the mechanism of group cohesion in the relationship between (a) task interdependence and goal interdependence and (b) individuals organisational citizenship behaviour (OCB). The authors adopted a multilevel perspective to facilitate understanding of the complex relations among variables. The results reveal that group cohesion fully mediated the effects of task interdependence and goal interdependence on employees OCB. In addition, task interdependence shows a greater effect on group cohesion than goal interdependence.

Lynn et al (2007) examines ethnic differences in organisational citizenship behaviour (OCB) between co-workers and more specifically examined Schwartz's (1992) values as incremental predictors of OCB. Both self and peer reports of
OCB are collected. Significant differences in OCB between different ethnic groups are found for peer assessments. In addition, significant differences in values are also found between ethnic groups, adding further support that ethnicity can be captured by measuring cultural values at the individual level. In addition, a person's value for power is found to be significantly moderated by job autonomy, such that individuals value that power in jobs with a high level of autonomy are less likely to exhibit OCB.

Stefanie (2009) examines employees reactions to the use of organisational citizenship behaviour (OCB) in performance evaluations. In addition, gender differences in such reactions are examined. Two studies are conducted in this regard. In the first study, participants compared the fairness of eleven different weighting combinations of OCB and core task behaviour. In the second study low, medium, and high weightings of OCB are compared. The results reveal that evaluating employees on OCB is fair. OCB are perceived to be fair to both men and women in this research. This is the first study to examine employee reactions to the use of OCB in performance evaluations. The study also suggests that there are gender differences in the perceptions of OCB.

James (2010) argues that taking a functionalist perspective can contribute to a more complete understanding of why employees engage in organisational citizenship behaviour (OCB). A number of other-oriented and self-oriented functions are identified as predictors of OCB including value-expression, social,
and career-related motives. Usman et.al (2010) examines the relation between personality and three dimensions of job performance (in-role performance, creativity, and citizenship behaviour) under differing levels of job scope. The basic premise is that higher job scope would facilitate performance for those who are dispositionally inclined towards a particular dimension of performance and damage the performance of those who are dispositionally disinclined.

Mei-Ling (2010) describes how employment relationships and human-resource management (HRM) functions can influence employees citizenship role definitions in service settings. Integrating social exchange and role theory, they suggest that contract employees will reciprocate felt obligations of high-quality employee-organisation relationships (i.e. perceived organisational support (POS)) by expanding their role in ways consistent with contextual behavioural expectations. In particular, high-quality employment relationships contribute to expanded service-oriented citizenship role definitions when market-focused HRM practices are implemented.

Jorg et.al (2010) puts forward the opinion that high consensus among followers with regard to their respective leader behaviour is an indicator of consistent transformational leadership. It is also hypothesized that the team consensus concerning leadership moderates the relation between transformational leadership and outcome criteria. The results show that consensus is an important predictor for commitment, Organisational Citizenship Behaviour (OCB), and
customer satisfaction, and moderates the relationship of transformational leadership with commitment and OCB.

Jeewon et.al (2010) examines the psychological processes that might underlie the relationship between transformational leadership (i.e., individualized consideration and charisma) and individual-and group-level multifocal organisational citizenship behaviours (OCBs). They focused on the potential mediating role of individual and group level justice perceptions of followers in transformational leadership processes. Specifically, they hypothesized that at the individual level, a leader's individualized consideration relates to leader-directed OCBs through interpersonal justice, whereas at the group level, a leader's charisma relates to group-directed OCBs through procedural justice climate. The results support that individual- and group-level justice perceptions play important roles in the linkage between transformational leadership behaviours and OCBs at both the individual and the group levels.

Yaping et.al (2010) has developed a collective social exchange approach to collective OCB. They hypothesized that a high performance work system is positively related to collective OCB through collective affective commitment. Enrico (2010) tries to examine the effects of organisational citizenship behaviour (OCB) on organisational effectiveness. Specifically, he investigates the impact of helping behaviour on a group where members withhold the effort on job. The results reveal that when there are group members withholding effort, OCB
decreases organisational effectiveness; on the contrary, when individuals provide much effort in the job, OCB enhances group performance. High performance is reached by the group who are able to learn when OCB is appropriate and fitting. Effectiveness is assured by a dynamic and selective OCB only towards good workers.

Murray (2005) discusses the idea of citizenship, its antithesis economic liberalism and its synthesis Keynesianism and the welfare state. He enquires about the citizenship and work in a global society. The results show that currently a major impediment to this democratic process at work is the practical and ideological imposition of economic liberal policy, conceived for and by dominant class interests. Hween et.al (2008) examines the roles of personality, motives and contextual factors in influencing the work behaviours of OCB and social loafing. The authors found that conscientiousness is negatively related to social loafing. They also found the positive relation of OCB with conscientiousness. The results reveals that no significant relations between social loafing and OCB motives exists and felt responsibility is negatively related to social loafing.

Karl et.al’s (2000) arguments are based on the concept of victim precipitation. The main tenet of victim precipitation model is that people sometimes become targets of others harmful actions because they exhibit certain characteristics or behavioural tendencies that make them appear as vulnerable or deserving targets for mistreatment. The study clearly explores the relationship
between dispositional aggressiveness, organisational citizenship behaviours (OCBs) and race. Hsiang et.al (2007) provides a qualitative review and quantitative summary of the relationship between emotional strain and organisational citizenship behaviour (OCB) and discusses five potential moderators of the strain-OCB relationship. The study reveals a negative relationship between strain and OCB. This relationship is moderated by - the type of OCB (OCB directed at the organisation vs. that directed at individuals), type of organisation (private vs. public), publication status (published vs. unpublished), OCB rating source (self vs. other), and type of sample (full-time employees vs. employed students.)

Rolf et. al (2006) investigates the relationship between organisational identification and organisational citizenship behaviours. Four studies are conducted for this purpose. The first study replicates earlier findings of such a relationship between those behaviours and organisational identification. Study two investigates the relationship in a longitudinal approach. Study three looks into this relationship on a group-level analysis while Study four extends the findings by linking identification to customer perceptions and financial performance mediated by OCBs.

Huei (2004) explains the methods of improving organisational citizenship behaviour (OCB) and how to develop a plan to obtain continual OCB through a formal system and an informal environmental setting in the work place. They
focus on clearly defining the relationship between organisational effectiveness and OCB and discuss the implications of the OCB and try to find ways to improve OCB. The study indicates that the positive work climate, organisation resources, employee’s personality, organisational culture, and so on are all related to OCB. Kimberly et. al (2008) explores the relative importance of counter productive work behaviour (CWB). A dominance analyses indicates that individual differences accounted for more of the variance associated with OCB and with CWB than with organisational attitudes. A comparison of supervisor- and self-report data indicated that relationships are stronger when using self-report data, but the overall pattern of results are similar.

Kelly et.al (2002) insists on finding out the relationship between subordinates perception of abusive supervision and superiors evaluations of subordinates OCB. The purpose of the research is to investigate another way why abused subordinates restore the situation to what is expected by withholding actions that benefit the organisation and representatives (turned as OCB). The research suggests that subordinates reciprocate supportive leadership behaviours by performing OCB and withhold OCB’s when supervisors are less supportive. The results suggest that subordinates of abusive supervisors perform fewer OCB’s than their non-abused counterparts. Role definitions moderate the relationship between abusive supervision & OCB such that the effect is more pronounced among subordinates who define OCB as extra behaviour.
**Dimensions of OCB**

The dimensions of OCB includes altruism, courtesy, civic virtue, conscientiousness and sportsmanship directed towards the individuals and the organisation as a whole. Several authors have considered different variables for their study.

Livia & Xin (2009) argues the need to distinguish active positive contributions from avoiding of doing harm to others within the concept of organisational citizenship behaviour (OCB). They demonstrate the usefulness of this distinction by showing that avoidance of harmful behaviours plays a major role in national differences in what is considered to be OCB. They also emphasis that national differences affect what avoidance behaviours are considered to be OCBs through affecting the combination of people’s perceptions of harm and people’s ability to get away with some negative behaviours.

Armenio et.al (2010) shows how four dimensions of organisational justice predict four dimensions of OCB in Portugal. The study reveals that employees are more sensitive to the interactional dimensions of justice than to the procedural and distributive ones; Among the interactional dimensions, the interpersonal one is more predictive of some OCB dimensions than the informational one. Spector et.al (2010) questions the common supposition in which active act of counterproductive work behaviour (CWB) and organisational citizenship behaviour (OCB) are
negatively related. Here the people who perform one tend not to perform the other, and that they tend to relate oppositely to potential antecedents. The authors argue that under some circumstances these active behaviours may occur together or sequentially. Under stimulation at work, co-worker lack of performance, organisational constraints, lack of expected rewards for OCB are unjustified (to the actor) acts of CWB.

Kernodle (2007) has conducted a study to examine the role of Organisational Citizenship Behaviours (OCBs) as a mediator between union commitment, Leader-Member Exchange (LMX), and employee performance. For this purpose OCB can be divided into seven separate dimensions: Helping behaviour, organisational compliance, sportsmanship, organisational loyalty, individual initiative, civic virtue, and self development. The purpose of the study is to determine whether an employee's commitment to his or her labor union and the relationship that exists between that employee and his or her manager affects the amount of OCBs that will be exhibited by that employee. It also examines whether these extra-role behaviours have an effect on the employee's overall performance. The results reveal that relations between union and management among the different groups within the organisation vary greatly.

Paul et.al (2010) investigates whether measurement features affected observed relationships between counterproductive work behaviour (CWB) and Organisational Citizenship Behaviour (OCB) and their relationships with other
variables. The results reveal that CWB and OCB are likely unrelated and not necessarily oppositely related to other variables. Fred et.al (2010) tests the influence of servant leadership on two group climates, employee attitudes, and organisational citizenship behaviour. Results reveal that commitment to the supervisor, self-efficacy, procedural justice climate, and service climate partially mediated the relationship between servant leadership and organisational citizenship behaviour. It also shows that procedural justice climate and positive service climate amplified the influence of commitment to the supervisor on organisational citizenship behaviour.

William et.al (2010) examines the effects of job insecurity on three outcomes: job attitudes (satisfaction), work behaviours (organisational citizenship behaviour and deviant behaviour), and negative emotions (anxiety, anger, and burnout). The results show that job insecurity is negatively related to satisfaction and that job insecurity has both direct and indirect effects on work behaviours and emotions. They address these results in the context of growing pressures on business to improve efficiencies through human capital reductions bearing in mind the trade-offs that businesses must anticipate as employees respond to job insecurity in ways that are counterproductive to organisational purpose. Stefanie et.al (2010) examines employees reactions to the use of Organisational Citizenship Behaviour (OCB) in performance evaluations. In addition, gender differences in such reactions are also examined. Two studies are conducted for this purpose.
both studies, participants reported that evaluating employees on OCB was fair. The result suggests that there are gender differences in the perceptions of OCB.

Radostina et.al (2006) has conducted a study in which they linked transformational leadership behaviours to employees perceptions of their jobs (e.g., significance, meaningfulness, importance of the work), and job perceptions to employees citizenship performance. The results indicate a positive link between managers transformational leadership behaviours and followers citizenship performance. Furthermore, the effects of transformational leadership on citizenship performance are mediated through employees perceptions of their jobs. Results reveal that employees in one organisation holding the same job indicate that managers transformational leadership behaviours predict employees job perceptions, even when objective characteristics of the job are invariant.

Lievens et.al (2008) contributes to the understanding of factors predicting raters policies use for combining performance components into an overall job performance rating. They used a work-roles framework to examine the effects of rater source and team-based culture. Respondents rated employee performance profiles that are described on task, citizenship and counterproductive performance. Raters weights differed by (a) organisational culture (low- vs. high-team based); (b) rating source (supervisor vs. peer) and (c) job. In a team-based culture, more weight is given to citizenship performance and less to task performance. Peers attached more importance to citizenship performance and less to task performance.
Remus et al. (2006) investigates the dynamic process through which personal traits and affective and attitudinal states experienced at work influence intra individual patterns of organisational citizenship behaviour over time. First, at the intra individual level, experience-sampled positive affect and job satisfaction predicted experience-sampled reports of organisational citizenship behaviours. Second, cross-level interaction between agreeableness and positive affect predicted organisational citizenship behaviour. Compared to less agreeable employees, agreeable employees reported both engaging more often in organisational citizenship behaviour and more consistent patterns of such behaviour; their engagement in these behaviours is less dependent on their momentary positive affect.

Mart & and William (2003) insists on the factors responsible for producing citizenship behaviours. Based on these factors, they explain how organisations can develop practices that foster and sustain employee citizenship. He also describes how citizenship behaviours must be monitored and properly managed in order for such behaviours to have enhancing rather than deleterious effects on organisational and employee performance. Jeffrey et al. (2005) aims to advance an understanding of organisational citizenship behaviours (OCBs) by highlighting their overlap with a class of decisions known as social dilemmas. They hypothesized that OCBs will be influenced by concerns relevant within social dilemmas, namely concern with the well-being of others and concern with the
long-term consequences of one’s actions (i.e., an employee’s time horizon in the organisation and their dispositional concern with future consequences (CFC); They further predict two theoretically-relevant interactions between an employee’s time horizon and their level of empathy and CFC.

Mark et.al (2005) suggests that individuals who engage in high levels of OCB may become overloaded. He explores the relationship between a specific type of OCB—namely, individual initiative—and role overload, job stress, and work–family conflict. Results indicate that higher levels of individual initiative are associated with higher levels of employee role overload, job stress, and work–family conflict. It also suggests that the relationship between individual initiative and work–family conflict is moderated by gender, such that the relationship is stronger among women than among men.

Abraham and Josman (2006) examine the relationship between emotional intelligence and two aspects of work outcomes (task performance and two forms of organisational citizenship behaviours, altruism and compliance). Emotional intelligence is assessed by Schutte et al.’s self-report measure of emotional intelligence, whereas work outcomes are assessed by the employees supervisors. The results show positive relationships between emotional intelligence and employees work outcomes.
Hyondong and Yaping (2009) argues that group-based pay systems lead to more organisational citizenship behaviours (OCB) and facilitate the sharing and creation of tacit knowledge among core employees. OCB and tacit knowledge in turn enhance firm performance. The results show that group-based pay is positively related to firm performance and that the relationship is partially mediated by core employees OCB.

Samuel & Aubrey (2006) investigates how a selection of task variables impacts organisational citizenship behaviour (OCB). Two models are estimated to describe both direct effects of task variables upon OCB and indirect effects through the mediator of job satisfaction. The findings are mixed where some task variables directly impacted particular elements of OCB, while other task variables demonstrated a mediated effect through job satisfaction. It is found that there is a positive relationship between job self-efficacy and OCB.

Fen & Miao (2006) investigated the relationships among three dimensions of burnout emotional exhaustion, depersonalization and diminished personal accomplishment and OCB. They also affirmed the mediating effect of job involvement on these relationships. The results demonstrate that emotional exhaustion and diminished personal accomplishment are related negatively to OCB whereas depersonalization has no independent effect on OCB. Job involvement mediated the relationships among emotional exhaustion, diminished personal accomplishment and OCB.
Sara & Lisa (2007) suggest that women are more likely to participate in the helping dimension of organisational citizenship behaviour (OCB) whereas men are more likely to participate in the civic virtue dimension. Three laboratory studies are conducted for this purpose. The result indicates that OCBs in general are expected more of women than of men. Only under specific conditions were OCB-civic virtue behaviours are expected more of men. Additionally, participants are more likely to attribute men's OCB than women's OCB to influence management motives.

Bret et.al (2008) seeks to examine the potential effects of rewarding OCBs by explicitly incorporating them into performance appraisal and reward systems. The results show that there are potential advantages and disadvantages of formally incorporating OCBs into performance appraisal systems and that it seems likely that more organisations will move toward formally measuring and rewarding OCBs.

Fen and Wei-Chi (2007) investigates the effects of profit sharing (cash-based, stock-based and combined-total profit sharing) on organisational citizenship behaviour (OCB). It also examines the mediating role of organisational commitment on the relationship between profit sharing and OCB. The results show that cash-based profit sharing had no effect on OCB, both combined-total profit sharing and stock-based profit sharing positively influenced OCB. It is also
found that organisational commitment mediated the relationship between profit sharing (stock-based and combined-total profit sharing) and OCB.

Hwee & Min (2008) examined the roles of personality, motives, and contextual factors in influencing the work behaviours of OCB and social loafing. They found that conscientiousness is negatively related to social loafing and also found positive relation of OCB with conscientiousness. Felt responsibility is negatively related to social loafing. It is also found that there is no significant relation between social loafing and OCB motives.

Gerben et.al (2003) conducted a study to examine the relationship between informational dissimilarity and team identification and organisational citizenship behaviour (OCB) for individuals working under different interdependence configurations. The results reveal that under congruent low-low and high-high combinations of task and goal interdependence, informational dissimilarity is unrelated to team identification and OCB. By contrast, under incongruent low high and high-low combinations of task and goal interdependence, informational dissimilarity is negatively related to team identification and OCB. Team identification partially mediated the relationships between the predictors and OCB.

Sabine et.al (2008) investigates the impact of followers stress on the relationship between charismatic leadership and organisational citizenship behaviour (OCB). Stressors are distinguished as the objective component of work
stress. The results confirm that followers strain fully mediated the relationship between charismatic leadership and followers. Via et al. (2009) contends for the need to distinguish active positive contributions from forbearance within the concept of organisational citizenship behaviour (OCB). He demonstrated the usefulness of this distinction by showing that forbearance plays a major role in national understandings of OCB. They argue that country’s institutional environments affects what behaviours are considered to be discretionary, and thereby impact the perception of forbearance OCBs. The study of US and Chinese managers reveal that Chinese respondents are more likely to perceive forbearance from abuse of personal power and forbearance from use of company resources as OCBs and discretionary action than US respondents. In contrast, forbearance from complaining about trivial issues and forbearance form in considerateness is more likely to be perceived as OCBs and as discretionary behaviours by US than Chinese respondents. They also found that the relationship between country and forbearance OCBs is mediated by the discretionary nature of this behaviour.

Bergeron (2007) proposes that the time individuals allocate to organisational citizenship behaviour (OCB) may come at the expense of task performance as most reward systems favour task performance, individuals may unintentionally hurt their careers by helping the organisation. The question then becomes how individuals can engage in OCB and still have positive career
outcomes. The author explores a number of organisational, situational, and individual variables that may moderate this relationship.

Sabine et.al (2008) analyses the impact of followers stress on the relationship between charismatic leadership and organisational leadership and organisational citizenship behaviour (OCB). Stressors are distinguished as the objective component of the work stress, and strain as the subjective component of work stress. It is assumed that stressors will moderate the relationship between charismatic leadership and OCB. The results reveal that followers strain fully mediated the relationship between charismatic leadership and followers OCB.

Riesel et.al (2010) examines the effects of job insecurity on three outcomes: job attitudes (satisfaction), work behaviours, (organisational citizenship behaviour and deviant behaviour) and negative emotions (anxiety, anger and burnout). The results reveal that job insecurity is negatively related to satisfaction and that job insecurity has both direct and indirect effects on work behaviour and emotions. Anit et.al (2004) explores the issue of organisational citizenship behaviour (OCB) as a context related phenomenon, from a multi dimensional perspective. More specifically it is hypothesized that organisational learning (structure and learning values) would be positively related to (a) OCB that benefited the organisation as a whole (OCB- O) and (b) OCB that immediately benefited particular individuals (OCB – I). The result supports the notion that OCB could be treated as a context related phenomenon.
Section II - Review of Literature

Models explaining OCB

Several models are developed by academicians to explore the concept of OCB.

Spector & Fox (2002) describes the relationship between OCB and CWB by developing an integrative model of voluntary work behaviour in which OCB and CWB follow parallel but opposite paths. Negative correlation is expected between the two but positive relations are found. They attempted to make an analysis of specific behaviours that induces employees to perform better. The positive relations between OCB and CWB demonstrate the complexity of extra role behavioural choices. Results are consistent with a theoretical job stressor framework in which organisational constraints, interpersonal conflict & perceived justice are job stresses, CWB is a behavioural strain response and negative emotions mediates the stressor strain relations. Very week support is found for the moderating role of affective disposition and no support is found for expected moderating role of autonomy in the stressor club relationships.

Eran (2005) tries to identify the main variables that can explain both dimensions of OCB from the two perspectives (Altruism and compliance). The study proposes a new integrative model to explain citizenship behaviours in the organisation by pointing out its characteristics and different aspects. The
theoretical approach is based on four sub-models consisting of common meaning: (1) the demographic model; (2) the environmental/political model; (3) the structural model, and; (4) the situational model. The direct relationships between the four models and OCBs are examined together with the analysis of formal behaviour expected of employees in the organisation. The study also tries to examine the relative correlations of the four models with each other, trying to assess the contribution of every sub-model to the explanation of OCBs. The basic argument of the study is that different relationships can be established between the four sub-models and the dimensions of OCB.

Jiao (2007) describes on employee conceptualizations of OCB and proposed a model linking leader-member exchange (LMX), employee conceptualizations of OCB and supervisory ratings of OCB. He also finds support for the discriminant validity of three key facets of how employees conceptualize OCB-perceived role breadth, perceived instrumentality of OCB and perceived leader expectations for OCB. These facet conceptualizations mediated the relationship between LMX and OCB.

Robert et.al (2010) examines the relationship between operant leader behaviour and Organisational Citizenship Behaviour (OCB). They hypothesize that employee trust mediates the relationship between operant leader behaviours and OCB. Further, they argue that the valences associated with reward and punishments augment the effects of both contingent and non-
contingently administered behaviours. The results confirm that contingently based reward and punishment leader behaviours are more constructive in engendering trust and citizenship than non-contingent leader behaviours.

Meredith et.al (2010) tested a meditation model linking leader charisma to organisational citizenship behaviours (OCB) via work engagement. The results indicate a significant positive relation between charismatic leadership and work engagement, between work engagement and OCB and between charismatic leadership and OCB. It also indicates a full mediation of leadership's effects on OCB via work engagement. Audrey et.al (2010) uses the theory of other orientation to examine the two mechanisms based on the norm of reciprocity: the obligation to reciprocate the benefits already received from another ("paying you back") and the expected reciprocity that one's actions will stimulate future benefits from another ("paying me forward"). They propose that these mechanisms are more or less influential depending on one's motivational orientation. In three experiments using both trait and state indicators of other orientation, they find that the prosocial behaviour of individuals is higher in other orientation and more strongly influenced by the obligation to reciprocate and less affected by the expectation of reciprocity.

Yong et.al (2010) examines the extent to which Confucian moral standards may serve as a moral root of employees organisational citizenship behaviour (OCB) in the People's Republic of China (PRC). This research
contributes to the extent knowledge as to the ways in which Confucian moral standards may affect Chinese exhibition of OCB. Second, it contributes to discerning Chinese economic success on employees OCB performance with recourse to its traditional cultural heritage of Confucian moral standards. Finally, it highlights the presence of voice as a type of OCB which may be attributed to China's opening up to the west.

Pascal et.al (2010) proposes to test a research model to understand the connection between perceived support, trust, satisfaction, intention to quit and citizenship at the organisational level. The research reveals that except for the relation between perceived organisational support (POS) and intention to leave, the study results shows a strong support in favour of the different hypothetical relations in the research model. The study is based on a single sample and a transversal research design. It highlights the importance of considering trust over and above organisational efforts directed at supporting employees through a show of appreciation for their contribution and concern for their well-being.

Jill (1995) suggests that different styles of leadership arise different sorts of normative motivation among followers, and these diverse motivational sources in turn are associated with different forms of participant contribution to organisational success. Three interrelated clusters of leadership styles, normative motivation of followers, and organisational citizenship behaviours are described. Leadership that appeals exclusively to followers self-interests is associated with
pre conventional moral development and dependable task performance. Leadership styles focusing on interpersonal relationships and social networks are associated with followers conventional moral development and work group collaboration. Transforming leadership that both models and nurtures servant leadership abilities is associated with post-conventional moral development and responsible participation in organisational governance.

Samuel et.al (2006) investigates how selection of task variables impacts organisational citizenship behaviour (OCB). Two models are estimated to describe both direct effects of task variables upon OCB and indirect effects through the mediator of job satisfaction. The findings are mixed so that some task variables directly impacted particular elements of OCB, while other task variables demonstrated a mediated effect through job satisfaction. Laurent et.al (2007) has developed a competing theoretical model and tested, the linkage between organisational citizenship behaviour (OCB) to trait conscientiousness, job satisfaction and leader-member-exchange (LMX) quality. The results provide strongest support for a model wherein more conscientious employees display more OCB, which enhances LMX quality, leading to greater job satisfaction. In-turn, employees reciprocate their higher job satisfaction by demonstrating more OCB. Beyond supporting the view that OCB represents employee reciprocation for the satisfying job experiences typically stemming from higher-quality LMX findings help to legitimize the notion that OCB may be used, particularly by more
conscientious employees, as a means of nurturing higher-quality LMX and to gain access to more satisfying job experiences.

Nico et al’s (1999) two models are tested to improve the understanding of the linkage between participation in decision-making and organisational citizenship behaviour (OCB). In model one it is assumed that perceived supervisory support mediates the linkage between participation in decision making and OCB. In model two, organisational commitment is presented as the mediator variable. As no link is observed between commitment and OCB, model two is rejected. In contrast, model one suggests that participation in decision-making promotes employees sense of supervisory support to them, which made employees more likely to reciprocate by exhibiting OCB.

Msweli- and Potwana (2005) develops two-fold model. First, to establish the extent to which employees from state owned enterprises are provided with information and opportunities to participate in change efforts in their organisations. Second, to verify the relationship between access to participation, willingness to participation, resistance to change and organisational citizenship behaviour, by testing a model that links these four constructs together. The result of the study reveals that access to participation is positively linked to willingness to participate; willingness to participate in change efforts in organisations have a higher propensity to reduce resistance to change is also supported.
Susan (2000) estimates a model that links work-life benefits to organisational citizenship behaviour directly, through obligations incurred as a result of social exchange, and indirectly through enhanced perceptions of organisational support. A significant, positive relationship is found between workers assessments of the usefulness of work-life benefits and three measures of organisational citizenships. Although perceived benefit usefulness contributed to perceived organisational support, perceived organisational support did not in turn foster organisational citizenships.

Todd et.al (2007) develops a theoretical rationale and research propositions describing the relationship between employee self-regulation and the likelihood of performing organisational citizenship behaviours. Regulatory focus theory is used to describe the underlying motivation for the exhibition of these behaviours. They contend that the exhibition of organisational citizenship behaviours is influenced by the employee’s regulatory state, the type of behaviour being considered, and the match or lack thereof between employee regulatory focus and how the behaviour is perceived (i.e., whether or not regulatory focus is consistent with employee perceptions of the behaviour).

Robert et.al (1998) aims to test how procedural justice may influence organisational citizenship behaviour (OCB). The model tested suggests that procedural justice affects OCB by influencing perceived organisational support, which in turn prompts employees to reciprocate with organisational citizenship
behaviours. Results suggest that procedural justice is an antecedent to perceived organisational support to OCB dimensions. Chris and Chris (2008) conduct a study to clarify the influence of two commodity cited antecedents to OCB-procedural justice and mood. Procedural justice is extremely manipulated and all participants are subsequently given the opportunity to engage in extra-role behaviour. A casual relationship is found between procedural justice and extra role behaviour but mood did not make a difference. The degree to which prosocial personality affects citizenship behaviour is also explored.

Thomas (2004) extends the theory and research on job embeddedness, which is disintegrated into its two major sub dimensions: On the job and off the job embeddedness. Off the job embeddedness is significantly predictive of subsequent “voluntary turnover” and volitional absences whereas off the job embeddedness is not. On the job embeddedness is significantly predictive of organisational citizenship behaviour and job performance whereas off the job embeddedness is not. In addition, embeddedness moderated the effects of absence, citizenship and performance on turnover.

Hui (2005) has developed a model in which leader – member exchange mediated between perceived transformational leadership behaviour and followers task performance and OCB. The sample consists of one sixty two leader – follower dyads within organisations situated throughout People’s Republic of China. They show that leader – member exchange is fully mediated
between transformational leadership and task performance as well as organisational citizenship behaviours. Chen & Su- Fen (2009) extends the previous research by investigating the mediating process of job involvement in the relationship between job characteristics and OCB. The results reveal that through the mediating process of job involvement, the three characteristics – task identity, task significance and autonomy positively influenced the display of an employee’s OCB. Skill variety had a negative effect on OCB.

Wang (2009) integrates social exchange, role theory and climate research to suggest that employees who have contact with customers (“Contact employees”) will reciprocate felt obligations of high quality employment relationships (i.e. perceived organisational support – POS). They did this by expanding their role in ways that are consistent with contextual behavioural expectations. The study explains that there exists a positive relationship between POS and service-oriented citizenship behaviour (SOCB). The role definitions are strengthened by service climate. Babcock et.al (2010) has tested a mediation model linking earlier appeal to organisational citizenship behaviours via work engagement. The results indicate a significant positive relation between charismatic leadership and OCB. This mediation suggests some of the mechanisms of charismatic leadership.
**Impact of OCB in Various Fields**

OCB has got its impact not only in the manufacturing sector but in other fields. The fields include banks, hospitals, educational sector and insurance companies and the like.

**Impact of OCB on IT**

Emanuel, Director General at Ministry of Finance, Malta (2002) contends to find out the relationship between organisational commitment (OC) & its antecedents. The study is conducted in a state owned IT company. The antecedents considered for the study are age, gender, educational standard, position, tenure within the organisation, marital status, family life cycle status, personality characteristics and role status in terms of ambiguity, conflict and overload. A strong relationship is found between them.

Andreas (2009) investigates specific retention factors that include organisational commitment and can thus increase the retention of high technology employees. The study focused on South African owned telecommunications owned company provinence. The results reveal that compensation, job characteristics, supervisors support and work/life policies are significantly related to organisational commitment. Training, development and career opportunities are not included in the study. The identified retention factors may serve as a means to demonstrate the organisation’s support for, or commitment to their employees and
in turn cultivate a reciprocal attachment by employees. Employee’s organisational commitment is related to their belief that the identified retention factors are motivated by the desire to retain good employees and to be fair in treatment of employees.

Oran (2005) tries to identify how key perceptions of an organisation’s website/portal, in terms of effort and performance expectancies, can impact institutional support outcomes and perceptions of institutional support by members of the organisation. This study also examines the moderating role of social influences. In this case negative word of mouth (WOM), and its moderating effect on the impact of IT perceptions on organisational perceptions are also analyzed. Using organisational support theory (OST) as a foundation, the study predicts that two IT beliefs, effort expectancy (EE) and performance expectancy (PE), will influence how an organisational member perceives how he/she is valued by the organisation measured through perceived institutional support (PIS). This study also predicts that negative WOM will moderate the impact of PE and EE on PIS, and that PIS will significantly influence the organisational outcome of organisational citizenship behaviour (OCB) intentions. This study shows that PE significantly impacts PIS. The study also shows that PIS strongly predicts OCB intentions and that PIS mediates the relationship of IT belief PE and PIS to OCB intentions. The findings suggest that IT beliefs have critical outcomes other than
technology behavioural intentions and technology usage. IT beliefs have an impact on how members perceive they are valued by the organisation.

**Impact of OCB on Insurance Companies**

Nio and Miguel (2008) relate six dimensions of organisational citizenship behaviours (OCB) at the branch level with several indicators of the effectiveness of 38 branches of two insurance companies. The results suggest that the branches where employees display more OCB are the most effective.

**Impact of OCB on Banking Sector**

Amir (2005) predicts the importance of superior–subordinate relationship as a mediator of employee innovativeness and organisational citizenship behaviour relationship. He reports the results after evaluating this conceptual framework with the employees of Malaysian commercial banks. The results demonstrate that the relationship between supervisor and subordinate is crucial for facilitating work performance in excess of job scope. Chen (2010) uses a social cognitive perspective and proposes that the relationship is mediated by a team's cohesion and collective efficacy. They collected data at two points of time from three sources of a financial institution in Taiwan. The results support the theoretical argument that OCB positively influences organisational performance. Furthermore, group cohesion and collective efficacy fully mediated the direct effects of OCB towards individuals and the organisation on team performance.
Brian et.al (2006) examines the effects of supervisory guidance (providing instruction to employees) and behavioural integrity (a pattern of word–deed alignment) on employees organisational citizenship behaviour (OCB) and deviant behaviour. The results reveal that a pattern of supervisory guidance behavioural integrity interaction effects, such that relationships between guidance and outcome variables are dependent on the level of behavioural integrity exhibited by supervisors. The interactions suggest a positive relationship between supervisory guidance and OCBs when behavioural integrity is high but also a positive relationship between guidance and deviant behaviour when behavioural integrity is low.

Noorlaila et.al (2010) examines the impact of superior's emotional intelligence (EI) and leader-member exchange (LMX) on organisational citizenship behaviour. The results reveal that use of emotions (UOE), other's emotions appraisal (OEA), and regulation of emotion (ROE) are the dimensions of emotional intelligence to predict employees organisational citizenship behaviour. On the other hand, OEA is also found to be significantly influencing sportsmanship. LMX of subordinates is found to moderate the relationships between only one EI dimension and OCB-civic virtue. A difference between male and female emotional intelligence and organisational citizenship behaviour is also analyzed.
Impact of OCB on Hospitals

Aaron and Anat (2006) examine the relationship between individualism, collectivism, the perception of justice, and demographic variables and organisational citizenship behaviour. The results show that collectivist employees tend to display OCB more frequently than individualistic employees. A positive relationship is found between justice variables and OCB. Of the demographic variables, married employees tended to display OCB more than unmarried workers. In addition, more experienced employees exhibited fewer organisational citizenship behaviours than did their less experienced colleagues. ChenLi-chan et.al (2009) describes an empirical study to examine the relationship between job standardization and OCB in the hospitality sector. The results support the relationship between job standardization and OCB. It also reveals that high degrees of job standardization indicate a higher level of OCB.

Impact of OCB on Manufacturing Concerns

May et.al (2006) attempts to analyze the relationship between leader-member exchange (LMX) and Organisational Citizenship Behaviour (OCB) among executives and managers employed in the East Malaysian manufacturing organisations. In addition to the direct effect of LMX on OCB, this study also explores the moderating effect of the supervisor's gender on the above relationship. The findings suggests that LMX has significant impact on citizenship
behaviour performed by subordinates but the gender of the supervisor did not appear to moderate the relationships between LMX and OCB.

David & Ali (2005) brings out that managers and employees may have different perceptions of OCB. The level of OCB will be perceived to be higher by managers than by employees. Second, they suggest that ‘best’ performing employees will have higher levels of OCB, and a stronger OCB– performance linkage than ‘worst’ performers. ‘Best’ performing employees scored higher on OCB, and had a stronger OCB–performance linkage than the ‘worst’ performing group for helping-type OCBs. In addition, managers perceived a stronger OCB–performance link than employee respondents. The results provide new and pragmatic implications of the OCB construct, including managerial clarification of ‘extra’ versus expected behaviours, review of job descriptions, moving valuable OCBs from ‘extra-role’ to expected, and enhancing OCB by providing rewards.

Claudia et.al (2006) investigates the institutionalization of corporate citizenship (CC). He describes a model that relates corporate identity, stakeholder engagement, internal structure and accountability and applies this model to a case study of Barloworld. The case study illustrates the importance of the company’s corporate identity, or guiding philosophy, and its impact on organisational culture and management processes. It institutionalizes CC by integrating social or environmental issues into the organisation ‘from below’ and by helping employees
understand why such issues matter to the organisation and are relevant to employees’ responsibilities.

Iain & Tanya (2007) investigates the relationship between organisational citizenship behaviour (OCB) and turnover intention among production workers in the same organisation within Malaysia, Germany and England. Further, differences in ratings of OCB across cultures are examined. The results illustrate that OCB related significantly to turnover intention, with sportsmanship emerging as the strongest predictor of turnover intention across cultures. Cultural differences in OCB ratings are seen, with the Malaysian sample generally scoring higher than the other two samples. However, the relationship between OCB and turnover intention is similar within each culture group.

Felfe & Yan (2009) compares the influence of commitment to the workgroup on relevant outcomes (organisational citizenship behaviour, absenteeism, turnover intention) in different cultural contexts. The results indicate that workgroup commitment is more predictive in a collectivistic than in an individualistic context. Moreover, the relationships between components and foci commitment are stronger in a collectivistic context. The results are discussed in the light of cross cultural human resources management issues.

Bret& Hubert (2009) examine the differences in the perceptions of organisational citizenship behaviour (OCB) between Chinese and American
employees. Analysis show that Chinese and American employees reported similar levels of personal support and conscientious initiative in their organisations, but Chinese employees reported higher levels of organisational support in comparison with American employees. The result indicates that perceptions of personal support and conscientious initiative are a function of job/hierarchical level such that management reported lower levels on all three dimensions of OCB. The results show that country and job hierarchical level do not interact to influence perceptions of organisational citizenship behaviour.

Arme (2010) has conducted a survey to analyze the employees perception of organisational virtuousness (OV) and affective well being (AWB) at work (one of the main indicator of employees’ happiness), their supervisors reporting their organisational citizenship behaviours (OCB). The finding is that the perceptions of OV predict some OCB both directly and through the mediating role of AWB. The evidence suggest that OV is worthy of a higher status in the business and organisational psychology literatures.

Impact of OCB on Educational Sector

Bogler & Somech (2004) focuses on the relationship between teacher empowerment and teachers Organisational commitment, professional commitment and OCB. The study examines the subscales of teacher empowerment that can best predict the outcomes. The six dimensions of teacher empowerment – decision
making, professional growth, status and self efficacy, autonomy and impact are considered. The analyses indicate that teachers' perception of their level of empowerment is significantly related to their feelings of their commitment to their organisation, to profession and to their OCB status and self efficacy. Among the six subscales of empowerment, professional growth, status and self efficacy are significant predictors of organisational and personal commitment while decision making, self- efficacy and status are the predictors of OCB.

Bogler & Somech (2004) examines the direct effect of teachers' participation in decision making (PDM) on their OCB, and the impact of teacher empowerment, as a mediating variable on this relationship. The analysis reveal that teacher empowerment play an important role in mediating the relationship between teachers PDM and OCB. Involvement in decision-making processes induces teachers to take on new roles and have a more direct impact on school life, which in turn might lead them to invest extra efforts in achieving school objectives. Somech and Anat explores (2004) OCB from a multidimensional perspective. They hypothesized that organisational learning would positively benefit OCB – O and OCB – I. Results supports that OCB could be treated as a context related phenomenon.

Anit and Ifat (2006) examine the relative impact of individual characteristics (dispositional variables of positive affectivity, negative affectivity, and teacher attitude to perceived superior support and an organisational
characteristic (of organisational values of individualism versus collectivism) on OCB at school. The results demonstrate that perceived supervisor support and collectivism are positively related to OCB, whereas a negative relation is found between negative affectivity and OCB; no relation is found between positive affectivity and OCB. However, when these variables are examined simultaneously, the organisational variable of collectivism proved to be the most effective predictor of OCB.

Croswell & Elliott (2001) discusses the traditional view of teacher commitment and then uses the findings from an Australian study to investigate the idea that an individual’s personal passion for teaching is central to their on-going commitment and engagement with the profession. Six conceptions of teacher commitment are identified. (1) Teacher commitment as a passion (2) Teacher commitment as an investment of time outside of contact hours with students. (3) Teacher commitment as a focus on individual needs of the students (4) Teacher commitment as a responsibility to impart knowledge, attitudes, values and beliefs. (5) Teacher commitment as maintaining professional knowledge. (6) Teacher commitment as engagement with the school community. The study involves finding out the way in which these teachers appear to be conceptualizing commitment. The study shows that teachers articulate a commitment to external centers (students) and make significant link to personal passion which includes
ideology, values and beliefs. It is found that there is an intimate connection between the passion for the work of teaching and teacher commitment.

Hannam and Nerina Jimmieson (2002) describe the association between the levels of teacher exhaustion with student satisfaction. They proposed a model which suggests that the three components of chronic occupational stress - exhaustion, depersonalization and reduced accomplishment occur together. However, it also reveals that although teachers who engage in more OCB experience more exhaustion, they may simultaneously increase their feelings of personal accomplishment and work identification, which may in turn help to avert burnout. It is argued that only with this particular set of job attitudes are the effects of exhaustion caused by high levels of OCB sufficiently buffered to avoid job burnout, and thus positively affect students' quality of school life. The development and piloting of an instrument to measure teachers' OCB is developed by the authors.

Wilbert & Parks (2005) conducted a study to assess the importance of age, gender, organisational tenure, perceived organisational support, perceived fairness, and perceived autonomy in explaining affective organisational commitment among high school principals in the United States. The results show that the variation in affective organisational commitment among high school principals is explained by perceived fairness, organisational tenure, perceived organisational support, and high school principals’ age. The study indicates that high school
principals, valued fairness from school districts in return for their commitment to school districts. The challenge for superintendents and others who work with high school principals is to maintain fairness in educational settings where there are many diverse and competing student needs in the same school district.

Jack et.al (2004) concentrates on the attrition of both new and experienced teachers. They investigate why teachers quit and how they might be better induced to stay. They suggest another important factor: the quality of school facilities. Three factors taken for this purpose are teacher factors, student factors and community factors and found that facility quality is an important predictor of the decision of teachers to leave their current position.

Rolf et.al (2004) presents a two sample multi level approach that examines the link between leader identification and follower identification, follower attitudes and self reported behaviour. Two studies are conducted. Study one reveal that there is a significant relationship between head teacher identification and school teacher identification. Moreover indirect relationship between head teacher identification and school teachers job satisfaction and self reported citizenship behaviours mediated by school teachers identification are predicted. Study two replicates the model in a different country and organisational setting were team member identification mediated the relationship between team leader identification and team members team satisfaction above and beyond team status. Taken together leader’s self construal in terms of the collective is related to
followers identification and therefore leads to greater follower satisfaction with their organisations and teams respectively.

Rachel & Jimmieson (2002) seeks to explain the higher level of teacher exhaustion associated with higher level of student satisfaction by considering extra-role. They suggest that the three components of chronic occupational stress - exhaustion, depersonalization and reduced accomplishment occur together. However, the model proposes that although teachers who engage in more OCB experience more exhaustion, they may simultaneously increase their feelings of personal accomplishment and work identification, which may in turn help to avert burnout. It is argued that only with this particular set of job attitudes are the effects of exhaustion caused by high levels of OCB sufficiently buffered to avoid job burnout, and thus positively affect students' quality of school life.

Nerina.L.L Jimmieson (2010) investigates the impact of teachers Organisational Citizenship Behaviours (OCBs) on student quality of school life (SQSL) via the indirect effect of job efficacy. A measure of teacher OCBs are developed, tapping one dimension of individual-focused OCB (OCB I - student-directed behaviour) and two dimensions of organisation-focused OCB (OCB O - civic virtue and professional development). A significant proportion of variance in SQSL is attributable to classroom factors. The result reveals that the civic virtue and professional development behaviours of teachers are positively related to their job efficacy. The job efficacy of teachers also has a positive impact on all five
indicators of SQSL. In regard to professional development, job efficacy acted as an indirect variable in the prediction of four student outcomes (i.e., general satisfaction, student-teacher relations, achievement, and opportunity) and fully mediated the direct negative effect on psychological distress.

Ronit (2005) seeks to enrich the understanding of citizenship behaviour in the school setting by identifying the main factors that may enhance this behaviour among teachers. Specifically, it examines the direct effect of teachers participation in decision making (PDM) on their OCB, and the impact of teacher empowerment, as a mediating variable, on this relationship. The result reveals that involvement in decision-making processes induces teachers to take on new roles and have a more direct impact on school life, which in turn might lead them to invest extra efforts in achieving school objectives.

Daniel et.al (2006) examines the influence of task interdependence on the importance attributed to organisational citizenship behaviour (OCB) in evaluations of employee performance. Three studies are conducted in this regard. In Study one, respondents are exposed to a task interdependence manipulation and a unit-level performance manipulation and provided citizenship ratings. In Study two, the respondents are exposed to a task interdependence manipulation and then rated the importance of OCB in their evaluations of employee performance. In Study three, the respondents rated the task interdependence in their unit of principal responsibility and the importance of OCB in their overall evaluations of employee
performance. The results suggest that task interdependence may affect the importance attributed to OCB.

Jennifer et.al (2005) conducted a study where teachers completed measures of work – family culture, work family conflict, organisational commitments, job satisfaction and OCB. The results indicate that OCB is related negatively to work - family conflict, and positively to work –family culture, job satisfaction, and organisational commitments. It is also proven that work family culture predicts work family conflict and that various forms of work family conflict predict OCB. It also shows that work family culture predicts both organisational commitments and OCB, and that organisational commitments do not mediate the relationship between work family culture and OCB.

Trisha et al (2003) explores the effects of both age and tenure upon organisational commitment. It is found that age does not significantly affect organisational commitment and organisational citizenship behaviours (OCBs). However age does influence the amount of an employee will engage in OCB. No significant relationship is found between tenure and organisational commitment. Aaron et.al (2010) proposes two alternative models to test whether organisational climate (OC) is related to organisational citizenship behaviour (OCB) of teachers. The first model assumed a direct relationship between OC and OCB. The alternative model contended that the relationship between OC and OCB is not direct but mediated by variables representing justice perceptions (distributive
justice, interactional justice, and formal procedures). The analysis shows that the relationship between OC and OCB is mediated by variables representing justice in the workplace. It also shows that OC, particularly perceptions about the principals leadership style, made a unique and significant contribution to the understanding of OCB.

De Nicolis (2005) attempts to find the relationship between work family conflict, work family culture and OCB among the teachers. The results reveal that OCB is negatively related to work family conflict and positively to work family-culture, job satisfaction and organisational commitment. It also indicates that work- family culture predicts work family conflict and various forms of work -family conflict predict OCB. It also shows that work - family culture predicts both organisational commitment and OCB and that commitment does not mediate the relationship between work family culture and OCB. The findings support the importance for schools to foster a positive work family- culture.

Cohen Aron (2006) examined the relation between multiple commitments (organisational commitment, occupational commitment, job involvement, and group commitment), ethnicity, and cultural values (individualism/collectivism, power distance, uncertainty avoidance, and masculinity/femininity) with organisational citizenship behaviours (OCB) and in-role performance. Two ethnic groups of Israeli teachers, Jews and Arabs, are examined. The findings show that substantial differences between the two groups in the four cultural dimensions and
in two commitment forms. Ethnicity and the four cultural values are related strongly to in-role performance and OCB. The results shows 16 significant interactions of multiple commitments with ethnicity and with cultural dimensions in relation to OCB and in-role performance.

Inandi and Ayse (2013) examines whether organisational citizenship behaviours of primary school teachers predict the level of their burnout. It is seen that teachers behaviours of organisational citizenship affect their burnout at a low level and these two variables are in a negative relation. Almost all dimensions of organisational citizenship behaviours that teachers show by adopting the work environment and caring about colleagues have effect on their burnout level. Considering the teachers with burnout indications have negative influences on both themselves and their students. Positive work conditions results in teachers behaviours contribute to school staff and students positively. In this respect, increasing organisational citizenship can be seen as an element decreasing burnout of employees.

Beleogolovsky (2010) examines how different stakeholders in school (principals, teachers, parents) conceptualize teachers role breadth, i.e., whether they define given behaviours commonly assumed to be OCBs as in-role or extra-role behaviours. The result shows that principals and teachers defined more teachers OCBs in general and toward the school as in role behaviours than the
parents. Parents defined more teachers OCBs toward the student as in-role behaviours than the teachers.

Dalal.S.Reeshad (2005) attempts to find out the relationship between organisational citizenship behaviour (OCB) and counterproductive work behaviour (CWB). The results indicate a modest negative relationship between OCB and CWB. The relationship strength did not increase appreciably when the target of the behaviour (the organisation vs. other employees) was the same. Moreover, OCB and CWB exhibited distinct patterns of relationships with antecedents. The OCB–CWB relationship is moderated by the source of the ratings, the presence of antithetical items, and the type of response options.

Zeinabadi (2008) looks at the casual relationships between job satisfaction, organisational commitment and OCBs of teachers. The results show that intrinsic job satisfaction is a dominant variable which influence OCB directly and indirectly through partial mediating role of value commitment.

**Overview of the Reviews**

Research during the periods 1993 – 2000 comes out with a wide range of factors related to OCB. During this period, OCB is considered as a context related phenomenon. The variables associated with OCB are interpersonal facilitation, a wide range of employee, task organisational and leader characteristics, participation in decision making and perceived organisational support.
The period 2001 – 2010 is considered to be the golden period in the history of OCB where numerous researches are carried out. The different dimensions of OCB such as altruism, courtesy, civic virtue, conscientiousness and sportsmanship are identified during this period. OCB is given due importance by the researchers and it is applied to various fields like manufacturing concerns, hospitals, insurance companies and educational sectors and the like. Research during the periods 2001 – 2010 deals with the casual relationship of OCB with organisational variables such as organisational performance, organisational commitment, occupational commitment, job involvement, group commitment, job responsibility, group cohesion, job autonomy, value expression, career related motives, influence of Human resource Management (HRM) functions, consensus, personality, motives, organisational identification, counter productive work behaviour, supportive leadership, operant leader behaviour, charismatic leadership, work engagement, trust, satisfaction, intention to quit, participation in decision making, job embeddedness, social exchange, Leader- Member Exchange (LMX), emotional intelligence, job satisfaction, empowerment, professional growth, status, self efficacy, work family culture, work family conflict, age, tenure, organisational climate and the like.

The review of literature reveals that extensive research work is done on OCB in educational sector. The variables related to this sector are - teacher empowerment, participation in decision making, organisational learning,
individual characteristics and tenure, individual passion and teachers’ quality and the like.

Though OCB as a concept evolved a decade of years back, it is not given much importance by the academicians and other experts. Very few research works are carried out in India related to OCB in educational sector. Hence a gap is felt by the researcher to identify the major dimensions and the factors contributing to OCB among the government, government aided and private higher secondary school teachers. So the researcher tries to bring out the role of OCBs in enhancing the students’ performance in schools through this research.