Determinants of Organisational Citizenship Behaviour and Their Impact on Organisational Performance: A Systematic Literature Review

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Abstract: **Organisational Citizenship Behaviour (OCB) refers to voluntary, discretionary actions by employees that enhance organisational effectiveness but are not directly recognized by the formal reward system. OCB plays a pivotal role in improving organisational performance by fostering a collaborative and supportive work environment. This study aims to explore the definitions, dimensions, factors influencing OCB, and its impact on organisational performance. Utilising a qualitative secondary research methodology, data were extracted from 45 published sources through the PRISMA model. Thematic analysis was conducted to identify key themes and patterns in the literature.**

The results show that OCB is characterised by deeds outside of official employment criteria and falls under categories including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Transformational leadership, supportive organisational culture, employee engagement, job happiness, organisational justice, work-life balance, psychological empowerment, and trust are some of the elements impacting OCB. OCB increases production, efficiency, and innovation within businesses, even when its absence might lead to more conflicts and lower performance. The report stresses the significance of aligning organisational and personal goals and building a supportive culture if we are to maximise OCB's benefits.

These outcomes suggest that businesses should focus on developing transformative leaders, establishing an inclusive culture, and providing regular remarks to raise OCB. Future research should investigate the long-term effects of OCB, its cultural differences, how OCB interacts with intrinsic motivation, and how changes in remote work and technology influence these activities. By means of better OCB, one would have complete understanding to enhance organisational performance by means of filling in knowledge gaps.

Keywords: **organisational citizenship behaviour, OCB, organisational performance, job satisfaction, leadership, innovation, creativity.**

1. INTRODUCTION

Organisational Citizenship Behaviour (OCB) is essentially essential and very affecting company efficiency. Although staff members' official work responsibilities do not include OCB, or voluntary extra-role acts shown by them, they help to increase organisational success (Smith et al., 1983). Through a comprehensive literature review, the factors influencing OCB and their consequent effects on organisational performance are aimed to be found, therefore offering a whole knowledge of how these behaviours should be encouraged and used in companies.

There are significant studies demonstrating how much organisational commitment and job satisfaction influence OCB. Higher OCB resulting from high degrees of work satisfaction and organisational commitment among employees directly increases employee performance, claims Sayuti et al. (2019).This link emphasises the need of creating a good workplace

by blending business objectives with employee values. Another relatively important factor of OCB is person-organizational fit (POF). Yaniv et al. (2010) claim that employees that fit very well with their organisation are more likely to display OCB, therefore improving the overall social performance and organisational efficiency. These results underline the necessity for fair and unbiased recruiting and corporate culture alignment with employee values.

Personal qualities also shape OCB Studies by Organ's (1994) reveal that OCB is somewhat substantially correlated with conscientiousness. High conscientious workers are more likely to act outside of their assigned responsibilities, so they help the company to perform better. Management that want to establish civic conduct among their staff members have to know this (Khan et al., 2020). It is somewhat accurately shown that OCB influences organisational performance. Podsakoff et al. (1997) assert that good attitude and sportsmanship significantly improve the productivity and quality of work group performance. This close relationship emphasises the significance of OCB in preserving high performance requirements and achieving corporate goals.

Moreover, recognised as fundamental components of OCB are organisational support and psychological empowerment. According to Chiang and Hsieh (2012), employees who feel psychologically empowered and get strong business support are more likely to engage in organisational citizenship conduct. This exercise boosts job performance. Companies should focus on creating aesthetically pleasant surroundings to increase employee production (Chakraborty and Ganguly, 2019). One platform examines gender differences in corporate citizenship and performance assessment. Lovell et al. (1999) claim that women may have better OCB than males, which would affect performance ratings. Knowing these gender roles allows one to execute fair staff member performance reviews.

Effective leadership may inspire the important understanding of OCB. O'Grady (2020) said that the leadership styles and cultures of various companies affect the frequency of OCB. Rahmadani et al. (2020) claim that great leadership may inspire employees to go beyond their roles, therefore enhancing the company's success. Apart from these outcomes, we would also include HRM methods (Easo et al., 2020), organisational environment (Jha and Jha, 2012), workplace commuting (Santhosh, 2015). This study aggregates concepts from previous research to understand OCB and how it affects organisational performance.

Companies looking to raise their performance with OCB first have to grasp these elements. This extensive study of the literature will address these questions and provide academics as well as practitioners useful direction.

Theoretical Background

OCB originated in numerous theoretical models that define its variables and implications. OCB is essentially viewed via the lens of social exchange theory, which claims that positive discretionary conduct like OCB comes from reciprocal transfers of resources and support between workers and employers (Blau, 1964). This concept highlights the importance of apparent organisational support and fairness in inspiring employees to exceed statutory performance standards. Organ (1988) built on this by defining OCB along five lines: altruism, conscientiousness, sportsmanship, kindness, and civic virtue. Though not immediately paid, these volunteer actions greatly improve organisational performance. OCB research has benefited much from Organ's basic structure.

As Rousseau (1995) discusses, psychological contract theory looks at the unwritten agreements between workers and companies. While breaches might lower OCB, fulfilment of these unofficial responsibilities by the company results in better OCB, hence stressing the need for trust and mutual expectations. Equity theory holds that workers who feel their treatment is fair are more likely to participate in OCB (Adams, 1963). This is consistent with research on the function of organisational justice (Jehanzeb and Mohanty, 2019), in which perceived fairness in distribution, processes, and interactions supports discretionary behaviours advantageous to the company.

Ajzen's (1991) theory of planned behaviour offers understanding of the motivating elements of OCB as it suggests that good attitudes, social support, and perceived control over behaviour increase the chance of showing OCB. Finally, the job demands-resources (JD-R) model by Bakker and Demerouti (2007) holds that job resources—such as support, autonomy—buffer the effect of job demands. That is, workload—thus encouraging engagement and supporting OCB. This paradigm stresses the need of giving sufficient tools to inspire and support free will actions. These models help one to better grasp the factors and processes causing OCB, therefore offering a complete foundation for analysis of its effects on organisational performance. Building on these theoretical foundations, the present review investigates the factors and effects of OCB, therefore providing understanding of how companies could create a culture that supports voluntary, civic activities. In this sense, it seeks to answer enquiries regarding the following study topics:

1. How is OCB defined and what are its dimensions?

2. Which are the distinct factors influencing OCB?

3. What is the impact of OCB on organisational performance and the attributes that may further affect it?

2. METHODS

Inclusion and Exclusion Criteria:

The following inclusion and exclusion criteria was used for the current study

Table 1. Inclusion and Exclusion Criteria.

Source: Self

Criteria	Inclusion	Exclusion
Data Sources	Secondary data like journal articles, reports, newspapers, websites, published within the last 10 years in English	Personal blogs, social media posts, sources older than 10 years, non-English language sources
Publication Types	Peer-reviewed journal articles, conference papers, official reports, industry publications	Personal opinions, editorials, advertisements, non-authoritative sources
Publication Date	Publications from the past decade (2014-2024)	Publications older than 15 years
Language	English language publications	Publications in languages other than English
Accessibility	Accessible through university subscriptions or open access platforms	Paywalled or inaccessible sources
Relevance to Topic	Direct relevance to organisational citizenship behaviour, performance	Irrelevant or tangential topics
Database	SCOPUS, ScienceDirect, ResearchGate, Google Scholar, Emerald, Taylor and Francis	Not applicable

Boolean Operators and Strings

The study used the following Boolean strings to gain the most relevant search results:

("Organisational Citizenship Behaviour" OR "OCB") AND ("job performance" OR "organisational performance") AND ("determinants" OR "impact") AND ("transformational leadership" OR "job satisfaction" OR "work engagement" OR "organisational commitment" OR "CSR" OR "employee productivity" OR "leadership" OR "workplace spirituality" OR "HRM")
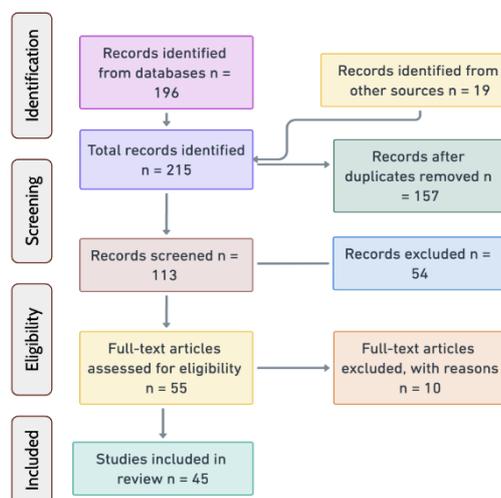
PRISMA model

Figure 1. PRISMA model.

Source: Self

The PRISMA flow diagram provides a detailed account of the systematic process used to identify, screen, and include studies for the review. Initially, a comprehensive search yielded 196 records from various databases, supplemented by an additional 19 records identified through other sources such as reference lists and expert recommendations, totaling 215 records. Following the removal of duplicates, 157 unique records remained for further consideration.

In the screening phase, the titles and abstracts of 113 records were reviewed for relevance, resulting in the exclusion of 54 records that did not meet the predefined inclusion criteria. This left 55 full-text articles that were retrieved and assessed for eligibility based on more stringent criteria. Of these, 10 articles were excluded, with specific reasons for their exclusion documented to ensure transparency.

Ultimately, 45 studies met all inclusion criteria and were included in the final systematic review. This rigorous process, as illustrated by the PRISMA diagram, ensures that the review is both comprehensive and methodologically sound, providing a robust basis for the synthesis of findings related to the determinants of OCB and their impact on organisational performance.

3. RESULTS

Meta-analysis

Reflecting the areas of concentration of the research included in the study, Figure 2 shows the frequency of the keywords stressed in the journal titles. With 41 occurrences, the word "OCB" shows highest frequency and suggests a notable focus on Organisational Citizenship Behaviour across the examined literature. After that, "Organisational" and "Job" show 12 and 11 times respectively, indicating a clear interest in organisational dynamics and job-related elements. Keywords such as "Work," "Indian," and "Workplace" also abound, stressing regional and job-specific research. The way these terms are distributed emphasises the many aspects of OCB investigated in the literature—performance, satisfaction, spirituality, and commitment among other things.
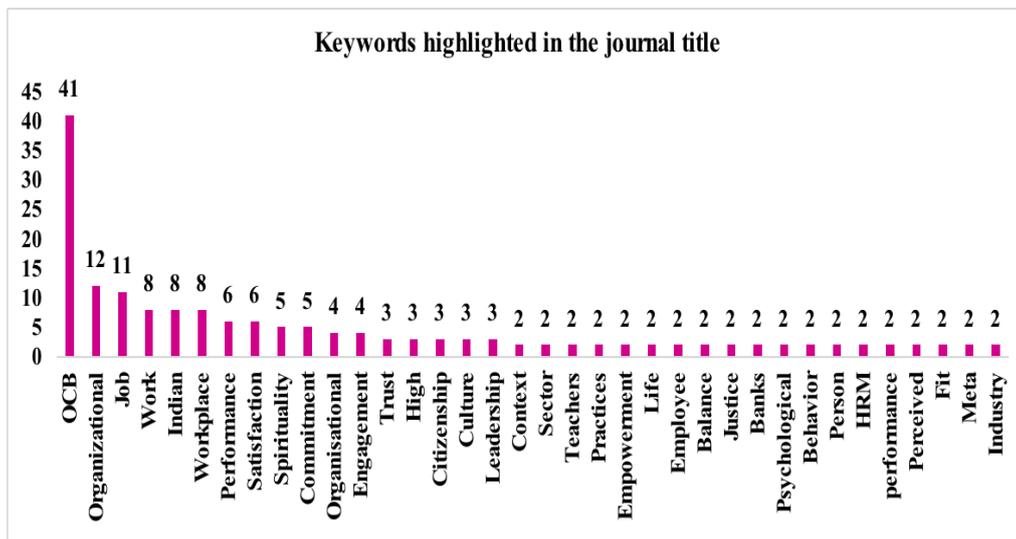

Figure 1. Keywords highlighted in the journal title.

Source: Author

Figure 3, a network diagram, shows how closely some terms showing up in the article titles are linked. Strong links to other important words like "Job," "Performance," and "Engagement" support "OCB's centrality in the network, therefore attesting to its primary emphasis. Clusters centred on words like "Leadership," "Trust," "Satisfaction," and "Culture" point to the linked issues OCB research examines. Emphasising the complex nature of OCB and its influence on diverse organisational outcomes, the visualisation of these links offers a complete perspective of how many facets of organisational behaviour are interconnected.
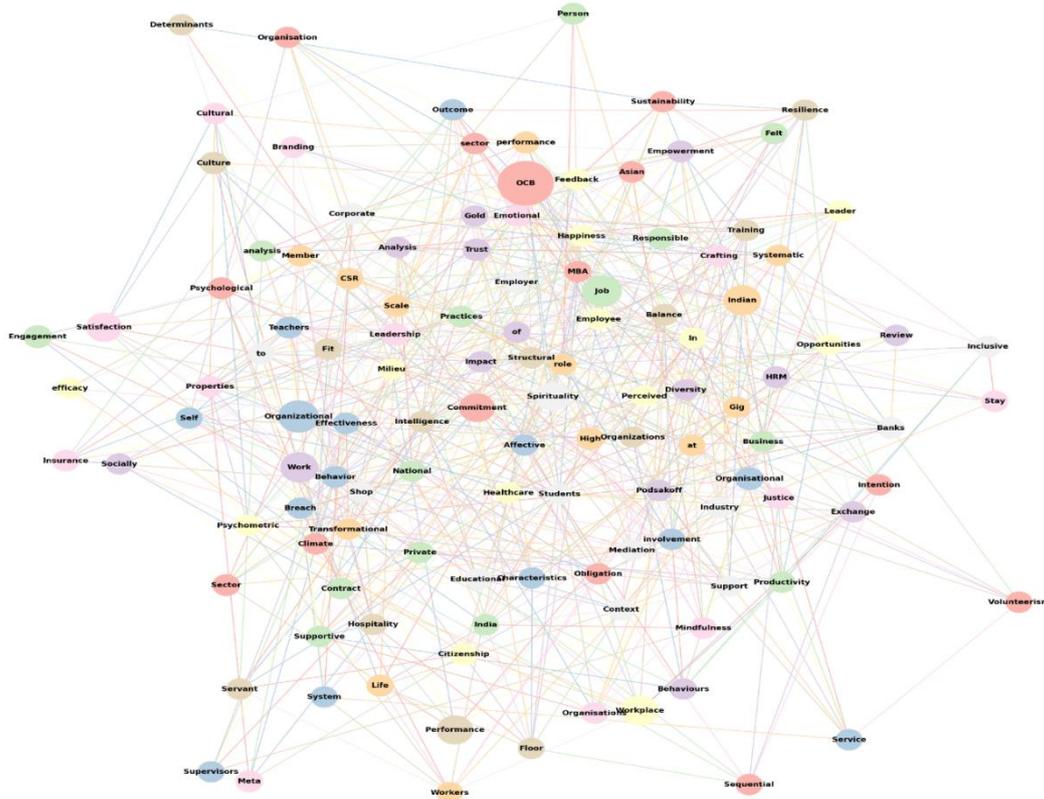
Figure 3. Network of Keywords in the Journal Titles.

Source: Author

Figure 4 shows the variety of databases from which the journals came. With 57.8% of their journals indexed in Scopus, the most percentage of which show a considerable dependence on credible and extensively known databases. Other noteworthy databases are ScienceDirect at 8.9%, Elsevier and Sci-Mago all of which contribute 11.1% of the journals. The existence of journals from many databases emphasises the thorough character of the literature review, therefore guaranteeing a varied representation of studies in the analysis and so reflecting the whole scope of research publications.
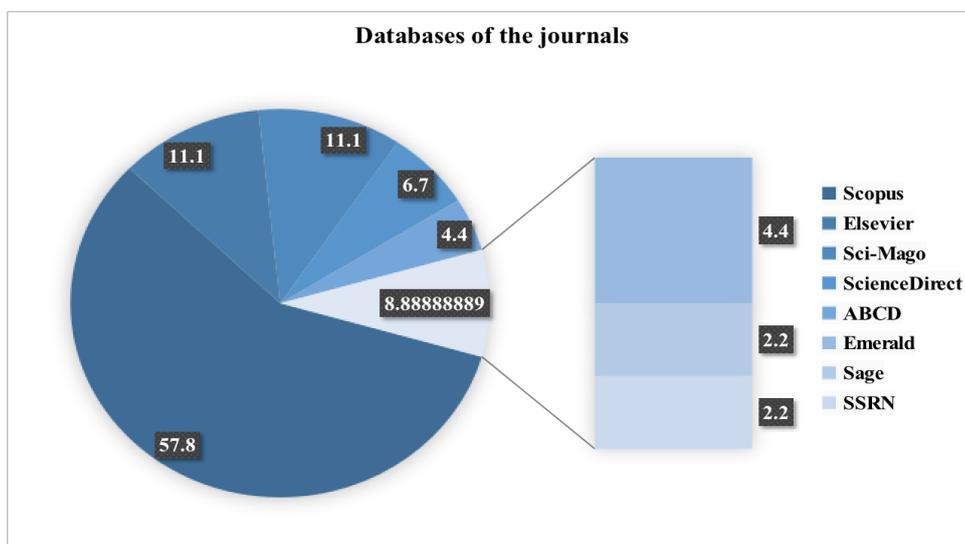

Figure 4. Databases of the Journals.

Source: Author

Figure 5 below shows the yearly distribution of journal papers covered in the review. With 24.44% of the total, 2021 had the most publications; 2020 and 2018 followed with 20%. This trend points to growing academic interest in OCB in recent years, especially in view of changing organisational dynamics and new workplace concerns. The evolution of the OCB study area throughout the years shows in the dissemination of awareness of its relevance in improving organisational performance and employee well-being.
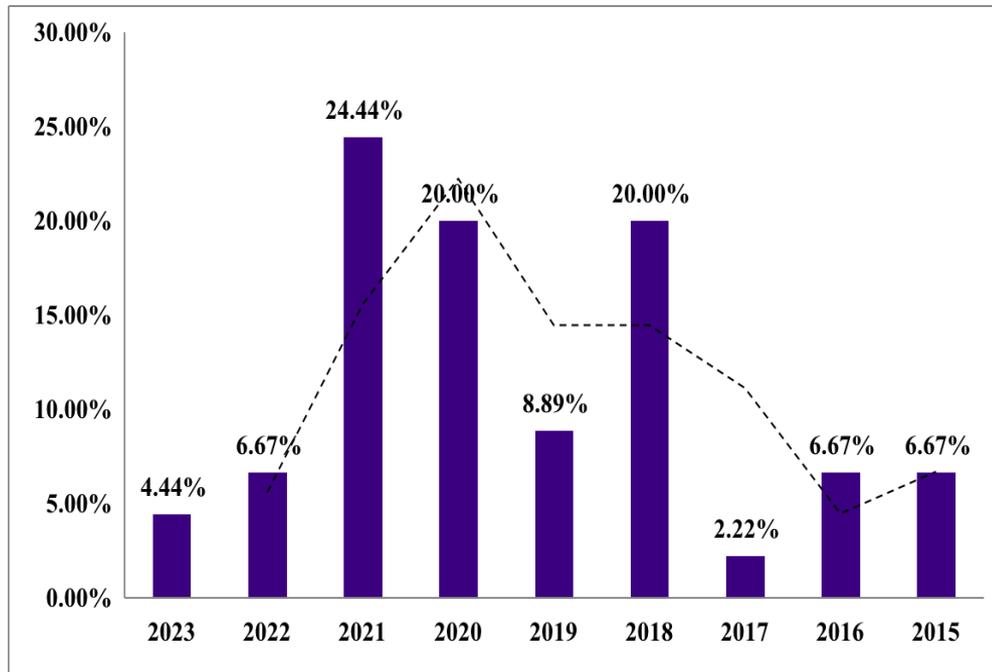

Figure 5. Year-wise Distribution of Journal Publications.

Source: Author

OCB and its Dimensions

OCB has been investigated in great detail in several research papers; scholars stress many features and provide different classifications. Basu et al. (2017) describe OCB as discretionary actions that, while not immediately acknowledged by the official incentive system, together improve the operation of the company. Emphasising the non-compulsive character of these behaviours, Gahlawat and Kundu (2018) further characterise OCB as voluntary acts that help to increase organisational performance. Aiming to encourage colleagues and help the organisational environment, Jain and Rizvi (2018) further explain that OCB goes beyond job criteria. Ali and Anwar (2021) draw attention to the part OCB involves in actions supporting the social and psychological surroundings of the company.

OCB's dimensions have been broken up into a number of important categories. Reflecting a concern for colleagues' wellbeing, altruism—as defined by Gnanarajan, et al. (2020)—is voluntary acts to aid others with work-related problems.Good acts create a friendly workplace and help to strengthen team togetherness, claims Banwo and Du (2018). As Gupta et al. (2016) point out, conscientiousness—another dimension—including timeliness and commitment to organisational standards—characterizes activities above and beyond fundamental needs. According to Shanker (2018), diligent workers generally exceed expectations, therefore encouraging general organisational success and discipline.

Every element of organisational cohesiveness depends on sportsmanship, that of keeping a good attitude even under less ideal surroundings. By eliminating meaningless complaints and fears, employees who exhibit sportsmanship—as advised by Kapil and Rastogi (2019) contribute to building a nice workplace. Garg (2018) maintains this point of view as sportsmanship promotes employee resilience and, so, helps to lower conflicts. Pradhan et al. (2016) define politeness as respectful and considerate conduct that helps to lower conflicts related to work. Maintaining smooth personal connections and lowering team conflict depend on this dimension. The last factor, civic virtue, relates to conscientious engagement in organisational life—that is, to attending meetings and following organisational developments. Singh, Chand, Mittal, and Aggarwal (2020) underline that civic virtue shows an employee's dedication to the company by means of proactive participation in its governance and development.

Factors influencing OCB

Individual traits, organisational variables, and the interaction between the two define the many and complicated elements impacting OCB. Many research have underlined these elements, thereby offering a complete knowledge of the elements motivating staff members to exceed their official work criteria.

OCB is highly influenced by leadership style among other things. Transformational leadership has been repeatedly connected to greater degrees of OCB. Alhashedi et al. (2021) define transformational leaders as those that effectively communicate a vision and foster an environment where employees feel valued and motivated. According to Dubey et al. (2023), good leaders create a psychologically safe workplace where people may go beyond their duties. Different theories explain how leaders affect corporate citizenship. Alhashedi et al. (2021) emphasise psychological safety, vision, and motivation; Dubey et al. (2023) depict a complicated relationship between leadership styles and organisational citizenship conduct. Lockhart et al. (2020) claim that an inclusive and motivated culture helps employees achieve organisational objectives, improving OCB. They think fair and exciting corporate cultures encourage moral behaviour. Tagliabue et al. (2020) say performance comments shape business culture. They believe thanking OCB often might help maintain these practices and encourage volunteerism. These numerous perspectives show the complexity of organisational culture and demonstrate that aid and appreciation strengthen OCB.

Importantly influencing OCB are also staff engagement and job satisfaction. Kumar et al. (2023) find that engaged employees—who are emotionally and intellectually committed in their work—show OCB more often than others. High degrees of participation, according to Singh and Banerji (2022), lead to stronger organisational commitment and therefore more discretionary action. But Kaur and Kang (2021) provide a mediator, suggesting that in the relationship between OCB and person-organization fit, job satisfaction is vitally crucial. They argue that even if the individual and the firm match very well, OCB levels would not be particularly high without job happiness. From this point of view, the complex relationships among engagement, job happiness, and OCB become clear. It demonstrates how many elements must line up to provide a noteworthy degree of discretionary behaviour.

Great weight also rests on organisational justice, that which blends interactional, procedural, and distributive justice. Employees are more motivated to participate in OCB when they see equitable allocation of resources and smart decision-making as per Jehanzeb and Mohanty (2019). This concept of justice motivates staff members to be committed and loyal, therefore enabling their fair service of the company. According to Pradhan et al. (2020), sustainable business practices may increase justice perceptions and fairness evaluations. Workers said they had greater motivation to work well in ethical and ecologically concerned businesses as well as more fairness. Organisational justice underlines ethical behaviour and procedural fairness as well as OCB.

Moreover observed to influence OCB is work-life balance. Harikaran and Thevanes (2020) discovered that workers who effectively juggle their personal and professional lives are less stressed and more driven to see their company thrive. Pradhan et al. (2016) underline corporate dedication in the management of this relationship. They argue that a healthy work-life balance enhances organisational commitment and conduct as well as organisational citizenship. Asthana (2021) says human qualities like awareness and resilience affect OCB. Their results show that those who are strong and attentive are more likely to engage in organisational citizenship activities and better at work-life balance. OCB is also personal as human characteristics have a great impact on it.

Furthermore shown are the powerful impacts of psychological liberty on OCB. OCB, Thakre, and Mathew (2020) find that people with significant job aspirations and influence participate more actively. Empowerment pushes employees to go above and above and own their job. According to actual research, job components improve psychological freedom, according to Saxena et al. (2019). Fun, controllable jobs empower and develop organisational citizenship. Both approaches emphasise the importance of psychology in volunteerism and argue that OCB prioritises empowerment and the workplace.

Another quite important component is organisational trust. Singh and Srivastava (2016) claim that organisational trust creates a motivating and cooperative atmosphere that improves OCB especially in respect to colleagues and leadership. Those who have faith in their superiors and coworkers' claims are more inclined to act in ways helping the company. Underlining the mediating function of trust in the link between CSR activities and OCB, Dhiman and Sharma (2021) propose that workers' motivation to participate in OCB is enhanced by confidence in organisational policies, particularly those related with corporate social responsibility. These points of view underline the significance of trust in encouraging volunteer activities and suggest that both organisational and personal trust are quite crucial.

OCB is also influenced by person-job fit and person-organisation fit. Kaur and Kang (2021) argue that OCB levels are most likely higher when the individual and the firm fit both their job and one another. They suggest that adopting organisational values and work traits allows one to feel fulfilled and belong, hence inspiring staff members to engage in discretionary activities. Supporting this point of view are Singh et al. (2020), who stress the necessity of person-organisation fit in fostering civic virtue—one of the elements of OCB. They contend that workers who feel in line with the organisational goals and values are more inclined to engage in organisational governance and make good contributions.

Impact of OCB on Organisational Performance

Research on how OCB affects organisational performance has been conducted in great detail, pointing both favourable and unfavourable results. While its absence could have negative consequences on general performance, the existence of OCB within companies has been shown to improve productivity, efficiency, and creativity. OCB's dimensions—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—each help to mediate and regulate different influences, therefore contributing distinctively to organisational results.

OCB promotes a cooperative and encouraging work atmosphere, therefore improving organisational efficiency. Emphasising that workers who participate in OCB frequently go above their official job tasks, Basu et al. (2017) aid colleagues and enable a more effective workflow. This support can lead to a reduction in workload for others, enhancing overall productivity. Banwo and Du (2018) add that such behaviours can create a positive work culture that motivates employees to perform at higher levels, further boosting productivity. However, Dhiman and Sharma (2021) argue that the impact of OCB on productivity is contingent on the presence of organisational trust, suggesting that without trust, the positive effects of OCB might be diminished. This indicates that trust acts as a moderating factor, amplifying the beneficial impact of OCB on productivity.

Efficiency in organisations is also enhanced through OCB. Ali and Anwar (2021) state that conscientious employees who engage in OCB often display a high level of diligence and attention to detail, leading to more efficient task completion. Pradhan et al. (2016) highlight that such behaviours contribute to a smoother operational flow, as employees take initiative to address potential issues before they escalate. Being proactive helps one to streamline processes and minimise congestion. Kaur and Randhawa (2021) note, however, that the degree to which OCB increases efficiency depends on how well organisational and personal goals line-up. They argue that workers' voluntary efforts that diverge from corporate objectives cannot result in the potential efficiency gains. This highlights the significance of strategic alignment in maximising the impact of OCB on effectiveness.

OCB greatly affects innovative personnel. According to Garg (2018), employees reflecting higher civic dimensions support organisational governance are more likely to provide fresh ideas and solutions. By means of active involvement, employees establish their connection to the business and take responsibility for their activities. This increases firm development and inventiveness. Empowered and involved employees are more likely to show OCB, which stimulates creativity, Kumar et al. (2023) found. Work satisfaction and employee participation lower the creative impact of OCB, warn Singh and Banerji (2022). OCB stifles innovation, they claim. They argue that OCB cannot foster creativity without active engagement and job happiness. Organisations have to improve employee well-being and involvement if they want to raise OCB innovation.

Low OCB could reduce effectiveness, creativity, and productivity. According to Gahlawat and Kundu (2018), a lack of OCB might cause a disengaged workforce less willing to work, thereby reducing output. According to Lockhart et al. (2020), a lack of OCB fuels workplace conflicts and reduces collaboration, therefore undermining operational efficiency. Alhashedi et al. (2021) claim that the absence of civic virtue and organisational events could reduce workers' drive to create and produce fresh ideas. Workers' declining ownership causes this issue. One may emphasise OCB's contribution to the success of the firm from many directions. Part of OCB, compassion fosters business efficacy and teamwork. Singh et al. (2020) found that helping colleagues and doing additional tasks might increase output and team performance. Tagliabue et al. (2020) say kindness lowers stress and increases productivity. Pradhan et al. (2020) note that a favourable working culture may minimise the performance effects of kindness. A society that recognises and rewards selflessness is thought to fully enjoy the advantages of performance.

Another feature of OCB, conscientiousness, assures excellent standards of work and reliability, therefore enhancing organisational performance. Ali and Anwar (2021) say conscientious personnel are usually precise and hard-working, which boosts project completion and efficiency. Kumar et al. (2022) also agree that ethical actions help to lower mistakes and raise general quality of output. Belwalkar et al. (2018) contend, however, that work design and organisational expectations

shape how consciousness affects performance. They propose that the possible advantages of conscientiousness may be less evident in situations where great degrees of effort are not needed.

Organisational effectiveness also depends much on sportsmanship, which is defined by a good attitude and tolerance of inconveniences. Sportsmanship, according to Asthana (2021), may improve team chemistry and lower disputes, therefore fostering a more harmonic and effective workplace. Garg et al. (2019) who contend that sportsmanship may help to create a better organisational environment and thus promote more cooperation and efficiency. Singh and Srivastava (2016) warn, nonetheless, that the provision of organisational support structures might help to regulate how sportsmanship influences performance. They contend that the good impacts of sportsmanship on performance might be restricted without enough help and resources.

Courtesy—that is, being courteous and polite to others—improves organisational performance by means of a friendly and motivating workplace. According to Gupta et al. (2016), good behaviour improves communication and helps to reduce workplace disputes, therefore promoting more cooperation and production. By thus enhancing employee performance, Jena and Pradhan (2018) stress how politeness may increase staff satisfaction and devotion, thereby helping to achieve organisational success. Jain (2015) does, however, imply that business culture and leadership style might determine how respectful attitude enhances performance. They argue that in cultures where courteous behaviour is not valued or rewarded, the potential benefits on performance will not be fully fulfilled.

Performance is much influenced by civic virtue, that element of OCB involves active participation in corporate governance as it fosters a culture of involvement and accountability. Singh et al. (2020) assert that civic virtue could lead to better informed judgements and increased employee ownership, therefore boosting overall performance. Pradhan et al. (2016) who argue that civic virtue might improve strategic direction and organisational alignment support this point of view. Kaur et al. (2020) caution, nevertheless, that features of organisational structure and leadership support might contribute to offset the influence of civic virtue on performance. They argue that without a supportive system and leadership, the good outcomes of civic virtue on performance might be limited.

Therefore, one may summarise the results below:

Table 2. Key Results.

Source: Author

Main Theme	Key Findings	Author(s) (Year)
OCB and its Dimensions		
OCB	OCB involves discretionary behaviours that enhance organisational functioning.	Basu, Pradhan, and Tewari (2017); Gahlawat and Kundu (2018); Jain and Rizvi (2018); Ali and Anwar (2021)
Altruism	Voluntary actions to help others, enhancing team cohesion and collaboration.	Gnanarajan, Kengatharan, and Velnampy (2020); Banwo and Du (2018)
Conscientiousness	Behaviours going beyond basic requirements, contributing to organisational discipline and efficiency.	Gupta, Agarwal, and Khatri (2016); Shanker (2018)
Sportsmanship	Maintaining a positive attitude even in adverse conditions, reducing complaints and fostering a positive work environment.	Kapil and Rastogi (2019); Garg (2018)
Courtesy	Polite and considerate behaviour, preventing work-related conflicts and reducing friction within teams.	Pradhan, Jena, and Kumari (2016)
Civic Virtue	Responsible participation in organisational life, showing commitment to the organisation.	Singh, Chand, Mittal, and Aggarwal (2020)
Factors influencing OCB		
Leadership Style	Transformational leadership is linked to higher OCB through inspiration and psychological safety.	Alhashedi et al. (2021); Dubey, Pathak, and Sahu (2023)

Organisational Culture	Supportive culture promotes OCB; performance feedback within the culture reinforces OCB.	Lockhart, Shahani, and Bhanugopan (2020); Tagliabue, Sigurjonsdottir, and Sandaker (2020)
Employee Engagement	Engaged employees exhibit higher OCB, influenced by job satisfaction and person-organisation fit.	Kumar et al. (2023); Singh and Banerji (2022); Kaur and Kang (2021)
Organisational Justice	Perceived fairness in resource distribution and decision-making fosters OCB, enhanced by sustainability practices.	Jehanzeb and Mohanty (2019); Pradhan, Jena, and Panigrahy (2020)
Work-Life Balance	Good work-life balance enhances OCB; mindfulness and resilience also play roles.	Thevanes and Harikaran (2020); Asthana (2021); Pradhan, Jena, and Kumari (2016)
Psychological Empowerment	Empowered employees with a sense of control over work are more likely to engage in OCB, influenced by job characteristics.	Thakre and Mathew (2020); Saxena, Tomar, and Tomar (2019)
Organisational Trust	Trust in leadership and colleagues enhances OCB; trust in CSR practices mediates this relationship.	Singh and Srivastava (2016); Dhiman and Sharma (2021)
Person-Organization Fit	Good fit between employee and organisation/job fosters higher OCB, especially in civic virtue.	Kaur and Kang (2021); Singh, Chand, Mittal, and Aggarwal (2020)
Impact of OCB on Organisational Performance		
Impact on Productivity	OCB enhances productivity by fostering a collaborative environment and reducing workload through supportive behaviours.	Basu, Pradhan, and Tewari (2017); Banwo and Du (2018); Dhiman and Sharma (2021)
Impact on Efficiency	Conscientious employees improve efficiency; effectiveness depends on alignment with organisational goals.	Ali and Anwar (2021); Pradhan, Jena, and Kumari (2016); Kaur and Randhawa (2021)
Impact on Innovation	Civic virtue and empowerment foster innovation; mediated by job satisfaction and engagement.	Garg (2018); Kumar et al. (2023); Singh and Banerji (2022)
Negative Impact of OCB Absence	Lack of OCB leads to disengaged workforce, conflicts, and reduced innovation.	Gahlawat and Kundu (2018); Lockhart, Shahani, and Bhanugopan (2020); Alhashedi et al. (2021)
Altruism's Impact	Enhances team cohesion and overall productivity; moderated by supportive organisational culture.	Singh, Chand, Mittal, and Aggarwal (2020); Tagliabue, Sigurjonsdottir, and Sandaker (2020); Pradhan, Jena, and Panigrahy (2020)
Conscientiousness' Impact	Ensures high standards of work and reliability, reducing errors and improving quality; influenced by job design and expectations.	Ali and Anwar (2021); Kumar, Pathan, and Rani (2022); Belwalkar, Vohra, and Pandey (2018)
Sportsmanship's Impact	Enhances team dynamics and reduces conflicts, fostering a positive climate; moderated by organisational support systems.	Asthana (2021); Garg, Punia, and Jain (2019); Singh and Srivastava (2016)
Courtesy's Impact	Promotes respectful and supportive work environment, improving communication and collaboration; influenced by organisational culture and leadership styles.	Gupta, Agarwal, and Khatri (2016); Jena and Pradhan (2018); Jain (2015)
Civic Virtue's Impact	Fosters involvement and accountability, enhancing informed decision-making and organisational alignment; moderated by organisational structure and leadership support.	Singh, Chand, Mittal, and Aggarwal (2020); Pradhan, Jena, and Kumari (2016); Kaur, Malhotra, and Sharma (2020)

4. DISCUSSION

In terms of a researcher, the answers to the study questions significantly influence understanding of OCB and the dynamics of organisations. Taken together, the multi-dimensional nature of OCB, the many components influencing it, and their main impact on organisational performance provide a complex picture that might motivate further research and practical uses. Underlining the voluntary and discretionary nature of these activities, the definitions of OCB suggested by Basu et al. (2017), Gahlawat and Kundu (2018), Jain and Rizvi (2018), and Ali and Anwar (2021). This group enhancement of organisational performance by non-compulsory activities exposes a core problem of study direction. Researchers should look closely at the ways different organisational settings generate and encourage these voluntary activities. The volunteer component of OCB highlights the need of considering intrinsic motivation and its reasons as it offers a rich ground for examine how organisational policies and culture should fit for such activities.

Analysing the elements of OCB—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—helps one to pinpoint the specific activities that promote the development of an organisation from several angles. As Banwo and Du (2018) and Gnanarajan, Kengatharan, and Velnampy (2020) very well show, compassion enhances team cohesion as well as a cooperative working environment. Future research should focus on the interactions among these aspects and on how best to utilise them to produce a competent and cohesive team. The numerous but related nature of these elements demands an all-encompassing approach for study of their combined effect on organisational performance.

OCB is shaped by many complex factors combining organisational dynamics with human traits. Transformational leadership turns out to be really important, as Alhashedi et al. (2021) and Dubey et al. (2023) stress. This underlines the need of programs for leadership development thereby enabling leaders to gain transforming qualities. Researching the particular leadership styles most likely to encourage OCB and how they may be included into programs on leadership development and education will benefit scholars. Since OCB is mostly influenced by the surroundings, organisational culture emphasises the significance of establishing a nice and stimulating workplace. Research by Lockhart et al. (2020) and Tagliabue et al. (2020) highlight how urgently recognition and cultural support are required.

Future studies should investigate the particular cultural aspects most closely connected with high degrees of OCB and how these factors may be developed in companies. Knowing the reasons for organisational justice, employee engagement, job happiness, work-life balance, psychological empowerment, trust, enhances the OCB even more. Each one of these components offers a distinct lens through which one may view the components needed for promoting voluntary activities. Researchers should aim to untangle these relationships by means of comprehensive models capable of forecasting and enhancing OCB in various organisational settings.

As shown by improved productivity, efficiency, and creativity, OCB has a significant effect on organisational performance. Nonetheless, the lack of OCB may result in a disengaged staff, disputes, and suppressed creativity, therefore underscoring the important part these actions play in the success of an organisation. The results imply that companies trying to raise performance criteria should give OCB top strategic importance. Long-term effects of OCB on organisational performance as well as possible moderating effects of other organisational policies and practices should be studied by researchers.

Recommendations for Future research directions

The results lead to numerous suggestions and future lines of inquiry. Since transformational leadership traits have been found to greatly impact OCB, companies should make investments in programs for developing leaders that support these traits. Crucially is building an inclusive and encouraging organisational culture that celebrates voluntary actions. Regular performance evaluation and appreciation help to strengthen OCB, hence they are very necessary for organisational procedures.

Future studies should close the noted gaps by investigating the long-term effects of OCB on organisational performance, especially in various cultural and sector settings. Further research on the interplay of many OCB factors and how they together affect organisational results is justified. Furthermore, further research should be done on the function of intrinsic motivation in promoting OCB with an eye towards how organisational policies could match workers' own values and goals.

Investigating the particular cultural components that link with high degrees of OCB and how they could be developed within companies is another line of inquiry. Knowing how work satisfaction, employee engagement, and organisational justice interact to influence OCB would enable one to create thorough models for forecast and improvement of these behaviours.

At last, looking at how remote working situations and technology developments affect OCB can help one understand how to keep these behaviours in changing surroundings.

5. CONCLUSION

OCB is finally necessary for enhancing organisational performance by way of its traits of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Good leadership, a supportive culture, job happiness, and psychological empowerment all greatly affect OCB. The outcomes suggest motivating OCB by means of transforming leadership, inclusive surroundings, and regular feedback. Future studies should look at the long-term and cultural consequences of OCB, its link with intrinsic motivation, and the influence of technological improvements and remote work on these behaviours, thereby filling in existing research gaps and providing comprehensive insights for businesses.

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