ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A REVIEW OF LITERATURE

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ABSTRACT

Organizational citizenship behaviors (OCB) describe discretionary behaviors of employees, who are willing to go beyond their prescribed role requirements. Employees, engaged in OCB, support the organization through enhancing each other’s performance and wellbeing which gets reflected in reducing costs and increased profitability. Organizational citizenship behavior (OCB) has acquired enormous academic attention since its conceptualization. It has also been un stressed that research interest in these behaviors has increased. Keeping into account the importance of the organizational behavior in an organization, the present study tries to review the various available literatures and research work on Organizational citizenship behavior and its associated dimensions and also the relation between Organizational Citizenship Behavior and Job Satisfaction.

Keywords: Organizational citizenship behavior, Altruism, sportsmanship, civic virtue, Continuousness, Courtesy

1. INTRODUCTION

In today’s rapidly changing corporate environment, organizations face cut-throat competitions from their rivals. To survive in this competition organization needs to use maximum potential of the human resources to stay ahead for which they necessarily call for voluntary behavior from their members. Organization depends on a myriad of acts of cooperation, helpfulness, suggestions, gesture of goodwill, altruism, which are termed as citizenship behavior (Smith, et al., 1983). Organization expects from the employees that they exhibit discretionary behaviors and go beyond the call of duties. Hence, it has been seen that over the past decade researches on the topic of organizational citizenship behaviors has significantly increased (Podsakoff, M. P., et al., 1997; Podsakoff, M. P., et al., 2000; Daly, P. S., 2014).

Chester Barnard was the first one to introduce importance of an employee’s "willingness to cooperate" in the literature of organizational behavior (Organ, 1990). In 1938, Chester Barnard analyzed the nature of the organization as what he called a “cooperative system.” Barnard proposed that “the willingness of persons to contribute efforts to the cooperative system is indispensable” (Organ, 1990, p. 44). In summary the work of Barnard, suggested the importance of spontaneous contributions by individuals that go beyond the contractual relationship and obedience to legitimate authority or calculated striving for remuneration as mediated by the formal organization (Organ et al, 2006, p. 48).

In 1983 Bateman and Organ first coined the term Organizational citizenship behavior (Bateman and Organ, 1983). Organ et al, (2006) defines OCB as “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ et al, 2006, p. 3). Konovsky M. A. and Organ D. W., (1996) define Organizational Citizenship Behavior as a “contribution not contractually rewarded not practicably enforceable by supervision or a job description”. OCB is employee’s discretionary behavior that goes beyond their job description such as making extra voluntary effort, participating in decision making process and management and other activities of the organization.

Organizations want employees who go beyond the normal expectations in their job and also support peers in a way that benefits the organization. OCB implies performing above the normal course of duty and beyond the arena regulations. OCB enhance team spirit, morale, and cohesiveness and the organization’s ability to attract and retain the best people by reducing the amount of time and energy spent on team maintenance functions (Podsakoff, et.al, 2009). Organ (1997) defines OCB “as contributions to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91).

OCB is defined as a discretionary behavior that is not part of an employee’s formal job requirements but nevertheless promote the effective functioning of the organization (Robbins, S., et al., 2009). OCB is a term used to describe organizational behavior that goes beyond what is required or expected of the employee. It includes desirable behaviors, such as punctuality, altruism, helping others, innovating and volunteering, as well as the absence of undesirable behaviors, such as complaining, arguing and finding fault with others (Crafford, et.al, 2006).

Borman, Walter C. (2004), describes the concept of citizenship performance and summarizes some of the industrial organizational psychology research works on organizational citizenship. Citizenship behavior of organization members is important in contemporary organizations, because of current trends, such as increased global competition, greater use of teams, continuing downsizing initiatives, and more emphasis on customer service. The researcher has focused on (a) the weights experienced supervisors place on task and citizenship performance when judging organization members’ overall performance or overall worth to the organization; (b) whether personality predicts citizenship performance better than task performance; (c) links between citizenship performance and organizational effectiveness; and (d) the influence of organizational characteristics on citizenship performance.

Popescu, A. M. and Deaconu, A. (2013), analyzed the concept of Organizational Citizenship Behavior (OCB), and measured its components. The researcher analyzed the Organizational Citizenship Behavior (OCB) level and the relationships between individual and group Organizational Citizenship Behavior (OCB). The article put forward certain suggestion in order to improve the Organizational Citizenship Behavior (OCB).

Morrison, E. W. (1994), surveyed 317 clerical workers and suggested a need for the re-conceptualization of Organizational citizenship behavior. He also demonstrated that employees differed in what they defined as in-role and extra-role behavior, that these differences were related to commitment and social cues, and that employee were more likely to display organizational citizenship behavior (OCB) if they defined the behavior as in-role rather than extra-role.

Konovsky, M. A. and Pugh, S. D., (1994) developed a social exchange model of organizational citizenship behavior. The study conducted a survey of 475 employees. The study’s results were consistent with their social exchange model of organizational citizenship behavior. An employee’s trust in a supervisor is proposed to mediate the relationship between procedural fairness in the supervisor's decision making and employee citizenship.

Ersoy, N. C. (2015), examined antecedents of organizational citizenship behavior which are reward for application; religiosity beliefs and employees’ relational identification with their supervisor among Turkish white-collar employees in the Netherlands and Turkey. Findings suggest that OCB related positively to reward for application (both samples) but not to religiosity beliefs among Turkish employees in Turkey. Relational identification with the supervisor was less strongly related to organizational citizenship behavior among Turkish white-collar employees in Netherlands compared to Turkey.

Daly, P. S. et al (2014), studied antecedents of organizational citizenship behavior in a Korean manufacturing organization and examines attitudinal variables, justice (distributive, procedural, and interactional), job satisfaction, and organizational commitment (affective and continuance) as predictors of organizational citizenship behaviors (OCBs; interpersonal helping, individual initiative, and loyal boosterism). Results show distributive justice as antecedent to loyal boosterism but not to interpersonal helping or individual initiative; procedural justice as antecedent to interpersonal helping and individual initiative but not to loyal boosterism; interactional justice as antecedent to all three OCBs; job satisfaction as antecedent to all three OCBs; affective commitment as antecedent to loyal boosterism but not to interpersonal helping or individual initiative; and continuance commitment as antecedent to loyal boosterism but not to interpersonal helping and individual initiative.

Kim, T. et al. (2011), investigates the antecedents of organizational citizenship behaviors by using data consisting of 196 part-time instructors. The results suggest that job satisfaction has a positive effect on organizational and occupational commitment, occupational satisfaction has a positive effect on organizational and occupational commitment, organizational commitment has a positive effect on organizational citizenship behaviors (OCBs) and a negative effect on turnover intentions and turnover intentions has a negative effect on OCBs. The study also reveals that the effect of occupational commitment on both turnover intentions and OCBs was not significant. This research also addresses some of important issues in the management of part-time workers in service organizations.

Dyne, L. V. and Ang, S. (1998) investigates the relationship between two attitudes (commitment and psychological contracts) and organizational citizenship and found a strong relationship between these two attitudes and OCB for contingent workers than for regular employees. It indicates that when contingent workers have positive attitudes about their relationship with an organization, they...
engage in organizational citizenship behavior. The research article also discusses the implications of these unexpected results for theory and practice.

Lin, et al. (2010), proposes a research model from the perspectives of social identity and resource allocation, by examining the influence of corporate citizenship on organizational citizenship behaviors (OCBs). The model identifies that OCBs are positively influenced by perceived legal citizenship and perceived ethical citizenship, while negatively influenced by perceived discretionary citizenship.

Oplatka, I. and Stundi, M. (2011), explore the components and determinants of preschool teacher organizational citizenship behaviors (OCB). The article depicts that preschool teacher OCB appears in professional (e.g. instructional innovations, diverse teaching methods, helping colleagues) and in inter-personal (e.g. the children, the parents, and the local community) arenas. Likewise, both personal and organizational determinants may account for the occurrence of this behavior in preschool teaching. The paper suggests that education districts and superintendents facilitate in preschool teacher’s OCB by promoting greater job autonomy for kindergarten teachers and forms of participative leadership among their supervisors.

2. OBJECTIVES OF THE STUDY
1. To find out the various research works that have been done in the area of organizational citizenship behavior and its dimensions.
2. To explore the relation between Organizational Citizenship Behavior and Job Satisfaction.

3. METHODOLOGY
The study is descriptive in nature and only secondary data has been used in it. The secondary data consist of the books and various research journals.

4. DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR
Organizational citizenship behavior helps employee and organization to maximize the efficiency and productivity which ultimately contribute to the effective functioning of an organization. Based on the conceptual definitions of OCB, researchers have proposed different dimensions of OCB. Organ (1988) originally proposed a five-factor OCB model consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Later, he expanded this model (Organ, 1990) to include two other dimensions (peacekeeping and cheerleading). Smith et al., (1983) identified two dimensions of OCB namely altruism and generalized compliance. Conversely, Podsakoff et al., (2000) have identified almost thirty different forms of OCB. Farh et.al, (2004) has identified nine major dimensions of OCB consisting altruism, conscientiousness, sportsmanship, courtesy, civic virtue, functional participation, advocacy participation, loyalty and voice. Podsakoff and Mackenzie (1997) considered OCB in three dimensions namely helping Behavior, sportsmanship and civic virtue. On the other hand Dyne, L. V. et al. (1994) considered obedience, loyalty, and participation are the dimensions of OCB.

Chaitanya, S. K. and Tripathi, N. (2001), explores the dimensions of Organizational Citizenship Behavior (OCB) and their relationship with Organizational Commitment (OCMT). Using stepwise multiple regression analysis, the findings reveal that Altruism, Sportsmanship and Perception of Organization towards OCB significantly predicted OCMT.

In this article, Organ’s (1988) dimensions of Organizational Citizenship Behavior were taken into consideration. Table 1 show the dimensions of Organizational Citizenship behavior and the associated research papers along with the contributing authors.

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<th>Dimensions</th>
<th>Authors</th>
<th>Research Papers</th>
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<td>Impact of Organizational Citizenship Behavior on Organizational Performance: A Review and Suggestion for Future Research</td>
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<td>Shelley Burtt</td>
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### Conscientiousness

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Table 1: Dimensions of Organizational citizenship behavior and the associated research papers along with the contributing authors

#### 4.1 Altruism:

In simple words altruism means helping or helpfulness (Organ, 1997). Altruism refers to those discretionary behaviors that assist a specific other person or small group in task related matters (Farh, Zhong, and Organ, 2004). According to Organ *Altruism is the contribution to effectiveness which takes the form of assistance to specific persons* (Organ, 1997). It is the discretionary behaviors of helping other employees with an organizationally relevant task or problem (Netemeyer, R. G., 1997; Ehigie, B. O. and Otukoya, O. W., 2005). Altruism represents behavior directed towards helping other persons (C. Ann Smith, et.al. 1983; Morrison, E. W., 1994; Bolino, M. C., 1999).

Emmerik et al. (2005) examined the relationships among altruism, burnout and a positive outcome, namely, the engagement in organizational citizenship behavior. Results from 178 completed responses to a survey revealed that altruism is related to organizational citizenship behavior. Out of the three dimensions of burnout (i.e. emotional exhaustion, depersonalization, and reduced personal accomplishment), only reduced personal accomplishment was negatively associated with engagement in organizational citizenship behaviors. The study also highlights the implications of the results.

John R. Dec, Carol Cirka and Lynne Andersson (2003), investigate using social exchange theory why employees help other employees. Findings from sample of 157 employee-supervisor dyads, reveals that OCB received from co-workers was related to helping behavior after controlling for several antecedents of helping behavior, and was less related to voice and in-role behavior.

#### 4.2 Sportsmanship:

Sportsmanship encompasses behaviors of employees that focus on what is right rather than wrong in an organization (Lin, et al., 2010). Sportsmanship refers to the employee behavior demonstrating tolerance of less than ideal circumstances without complaining. Podsakoff et al (2000) stated that “good sports” are people who “not only do not complain when they are inconvenienced by others, maintain a positive attitude even when things do not go the way they want or not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally”. Sportsmanship is willingness of the employee to endure inconveniences and impositions and refrain from complaining and filing petty grievances (Netemeyer, R. G., 1997; Ehigie, B. O. and Otukoya, O. W., 2005). This behavior describes tolerance of nuisances or impositions or inconveniences without complaint on the job (Bolino, M. C., 1999).

Employees, exhibiting sportsmanship, enhance a sense of loyalty and commitment to the organization and also organization’s ability to adapt the changes in its environment (Philip M. Podsakoff and Scott B. MacKenzie, 1997).
4.3 Civic virtue:
This dimension is derived from Graham’s discussion of the responsibilities that employees have as “citizens” of an organization (Graham, 1991). Graham (1986) defined Civic Virtue as responsible participation in the political life of the organization. According to Podsakoff et al. (2000), civic citizenship represents a macro-level interest in, or commitment to, the organization. It consists of the employees behaviors that reflect responsible participation in, involvement with, and concern about the life of the employing organization (Morrison, E. W., 1994). It is a willingness to participate actively in organization’s events, monitor organization’s environment for threats and opportunities and to look out for its best interests even at great personal cost (Podsakoff et al. 2000). Civic virtue reflects behavior in which a person is conscientiously involved in the corporate governance that show concern for the company and takes initiative in recommending how the firm can improve organizational operations (Netemeyer, R. G. et al., 1997). Civic virtue behaviors describe the active participation and involvement of employees in organizational issues that includes: keeping up with organizational issues, attending non-required meetings, giving decision-makers information and input about organizational policies and practices timely, responding to mail, and keeping up with organizational issues providing reasoned arguments for proposed changes, and listening to other points of view (Graham, 1995; Bolino, M. C., 1999). Employees who engage in civic virtue may offer useful suggestions that improve unit effectiveness, reduce costs, or free up the manager to spend time on more productive tasks such as strategic planning (Podsakoff, et.al, 2009).

Robinson, S. L. and Morrison, E. W. (1995) examines the relationship between violation of an employee's psychological contract and civic virtue behavior. From a sample of 126 MBA alumni at the time of hire (T1), after 18 months (T2) and 30 months (T3) on the job the researcher have found that when employees felt that their employers had failed to fulfill employment obligations at T2, they were less likely to engage in civic virtue behavior at T3. The article also justifies that this relationship was partly mediated by trust.

Shelley Burtt, S. (1990), identifies three psychological sources of civic virtue in the republican tradition. These are the education of the passions, the manipulation of interests, and the compulsion to duty. The study concludes that an appreciation of their distinctions suggests possibilities for reviving republican virtue in the modern world.

4.4 Conscientiousness:
Conscientiousness denotes the behaviors that go beyond to the basic requirements of the job like obeying work rules and procedures. Conscientiousness is a factor that is more of a “good soldier” or “good citizen” syndrome of doing things rightly and properly but for the sake of the organization rather than for specific persons (C. Ann Smith, et al, 1983). Conscientiousness refers to employees going beyond minimum requirements in carrying out their assigned tasks (Netemeyer, R. G., 1997).

Bowling, N. A. (2010), examined conscientiousness as a moderator of the relationship between job satisfaction and extra-role behaviors. The findings support the hypothesis of the study that conscientiousness moderates the relationship between job satisfaction and extra-role behavior. The study reveals that job satisfaction and conscientiousness yielded significant relationships with both OCBs and CWBs. The researcher also found evidence that job satisfaction yielded stronger relationships with personal industry (sub dimension of OCB) and with counterproductive work behaviors (CWBs) among low conscientiousness employees than among high-conscientiousness employees.

4.5 Courtesy:
Courtesy denotes the actions of employees that help prevent problem confronted by a colleague, from occurring (Organ et al. 2006, p. 24). It encompasses the behavior of the employees where they prepare others to take actions in advance to mitigate problems occurring in the organization. It refers to the gestures that are demonstrated in the interest of preventing problems that would occur for co-workers (Organ, 1997). Courtesy refers the employee’s behaviors such as being mindful of how one’s behavior affects others and attempting to avoid creating problems for co-workers (Lin, et al, 2010) Courtesy consists the act of “touching base” with others before making decisions that would affect their work (Bolino, M. C., 1999). Courtesy consists of behaviors of employees where they prevent at work-related problems with others Morrison, E. W. (1994).

5. ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB SATISFACTION MODEL
Gregory Murphy, James Athanasou and Neville King, (2002) examined the role of organizational citizenship behavior as a component of job performance. The Findings reveal that satisfaction may not be reflected in productivity but evident in discretionary involvement in the workplace. Sesen, H. and Basim, N. B. (2012) examined the impact of job satisfaction and organizational commitment on teachers’ organizational citizenship behavior (OCB) in a structural equation model. The results indicate that job satisfaction and commitment to the school had an impact on OCBs of the teachers and organizational commitment mediated the relation between job satisfaction and OCB. William D. Reisel, et al. (2010), examines the effects of job insecurity on three outcomes: job attitudes (satisfaction), work behaviors (organizational citizenship behavior and deviant behavior), and negative emotions (anxiety, anger, and burnout). Analysis shows that job insecurity is negatively related to satisfaction and that job insecurity has both direct and indirect effects on work behaviors and emotions. Kegans L. (2012), compared the relationship of elements of the Organizational Citizenship Behavior (OCB) and years of work experience of registered nurses and found that civic virtue has a statistically significant correlation with years of work experience. Bolon, Douglas S., (1997) examined the relationships between three organizational commitment components (Affective commitment, Continuance commitment, Normative commitment), as well as job satisfaction (work, pay,
promotion, supervision, co-workers) and two separate forms of OCB (OCBI, OCBO). The finding indicated that satisfaction with co-workers and affective commitment were the two most important predictors of one dimension of citizenship behavior, as each construct contributed unique variance in the dependent variable. D. Todd Donavan, Tom J. Brown and John C. Mowen (2004) developed a model that explain how service-worker customer orientation affects several important job responses, including perceived job fit, job satisfaction, commitment to the firm, and organizational citizenship behaviors. The results indicate that the positive influence of customer orientation on certain job responses is stronger for service workers who spend more time in direct contact with customers than for workers who spend less time with customers.

**Figure:** Model of Organizational Citizenship Behavior and Job Satisfaction

The above model clearly depicts that the Job Satisfaction have a direct relationship with Organizational citizenship behavior. In an organization employees will be willing to exhibit organizational citizenship behavior if they have overall satisfaction towards the organization.

**6. CONCLUSION**

Organizations want and need committed employees who work beyond their job descriptions. Employee who have positive attitude towards organization will reflect positive behavior. To develop pro-social, voluntary and discretionary behavior of the employee there is a need of motivation in the organization. However, the interests of research on OCB have increased from past last decades. Although the research paper tried to reveal the various research works done upon the five dimensions of OCB proposed by Organ and the contributions forwarded by various researchers in the area of organizational citizenship behavior and job satisfaction, but still much scope remains for more exploration in the field of organization citizenship behavior by taking into consideration the other dimensions like loyalty, individual initiative, Self-development.

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