FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract - The purpose of this article is to present the synthesis of factors affecting organizational citizenship behavior. Articles in books, journals, electronic database, and the Internet were synthesized. Four factors were found; namely, transformational leadership, organization culture, job satisfaction, and organization commitment. It is suggested that research instrument should be designed and tested for the congruence between the research model and the empirical data in order for administrators and entrepreneurs to use in human resource management and for personnel and operational employees to develop themselves.

Index Terms - Organizational Citizenship Behavior, Organization Culture, Transformational Leadership

I. INTRODUCTION

organizational citizenship behavior is a behavior originated from consideration and decision to freely do anything by oneself [1]. It is a behavior related to voluntarily working beyond own duties assigned by organization, and not forced by rules or regulations [2]. Such behavior partly helps human resource development, promotes good relationship among employees, and attracts qualitative employees to join organizations [3]. In addition, it is a behavior that can keep good employees to work for organization forever. Such behavior is crucial for survival and success of organizations [4]. According to the literature review, it was found that organizational citizenship behavior was directly influenced by transformational leadership, quality of work life, organizational justice, organization culture, job satisfaction, and organization commitment. Organizational citizenship behavior affected entrepreneurs' success in human resource planning in terms of quality, usability, and profitability [5], [6], [7], [8]. Salehzadeh, et al. 2015: 601)
As the gathered information reflects the popularity of application of organizational citizenship behavior, the author, therefore, synthesized the literature related to factors affecting organizational citizenship behavior. The results would be of help to clarify how to apply organizational citizenship behavior to real situations and would be used to construct a standard instrument for measuring organizational citizenship behavior.
Procedure for Paper Submission

II. METHODOLOGY

This study was a synthesis of the literature related to organizational citizenship behavior of personnel working for organizations, using narrative review technique. Academic and research articles, dissertations were searched from Thai Library Integrated System (ThaiLIS), and electronic databases such as ProQuest, Emerald Management, E-Journal, ThaiJO, and Google Scholar, as well as books and textbooks. Inclusion / Exclusion criteria were used for selecting literature. The selected ones had to be a study on organizational citizenship behavior and in a full version while those not directly investigating the issue or being in a form of abstract would be discarded. The obtained information was synthesized and concluded.

III. FINDINGS

1. Transformational leadership refers to a leader with ability to manage internal problems of the organization efficiently, and ability to make a clear transformation in the organization [9]. Leaders realize the employees' need for mutual vision, interaction, and moral consciousness [10] are a good role model in learning, encouraging communication throughout organization and creation of new things, as well as creating good working atmosphere [11]. Leadership is considered very influential to employees' performance and commitment. It helps them to utilize their expertise to the fullest; and keeps the employees with knowledge, skill, and experience in organizations. [12] investigated the relationship between leadership and organization culture and found that, regarding human-oriented leadership, exchange of opinions among leaders and members had a relationship with organization culture focusing on supporting Turk teachers' work. Similarly, [13] studied characteristics of leaders and organization culture and found that empowerment leaders had positive influence on organization culture that aimed at supporting employees in diverse industries in Spain. Flatten, [14] 's finding of their analysis on leaders' potential and organization culture accordingly revealed that transformational leadership had positive influence on

organization culture that was success - oriented. The synthesis of the studies mentioned above led to this study's proposition 1 (P1): transformational leadership had positive influence on organization culture. [15] examined the impacts of exchange and transformational leadership on organization commitment and job satisfaction, and found that leaders that stimulated employees' intelligence and recognized individual importance had a high relationship with organization culture. [16] conducted a similar study in Pakistan and found that transformational leadership had positive influence on bank employees' job satisfaction and commitment. Leaders' encouragement, mentorship, consideration of supervisee's feeling, and support, help to boost employees' strength and job satisfaction, and organizational commitment. Those findings led to proposition 2 (P2): Transformational leadership had positive influence on job satisfaction. [17] 's case study on diverse supports of organization indicated that transformational leadership positively and spiritually affected organizational commitment of employees working in Canadian hospitals. [18] 's investigation revealed that decentralized and transformational leaders positively affected organizational commitment and persistence with organization. These brought about the third proposition (P3) of this study: Transformational leadership had positive influence on organizational commitment. [19] found in their study that transformational leadership had relationship with organizational citizenship behavior and directly and indirectly affected organization performance. [20] 's study on transformational leadership in different organizations indicated that transformational leadership directly affected organizational citizenship behavior. Accordingly, [21] found that transformational leadership, application of psychology, decentralization had positive relationship with organizational citizenship behavior of employees in five-star hotels in India. These triggered proposition 4 (P4)**:** transformational leadership had positive influence on organizational citizenship behavior.

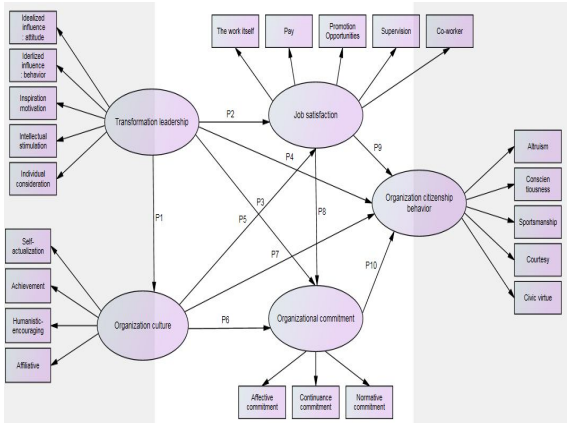
2. Organization culture is a value, belief, and thinking that indicates particular characteristics of each organization whose members create and follow [22]. They are a key leading administrators to success [23]. According to [24], organization culture, specifically the constructive one, aims at expressed behavior and performance norms of personnel in organizations based on life style theory, theory of interpersonal relationship, and motivation theory. It emphasizes working value, job satisfaction, and employees' success. It also promotes relationship and support among employees so that they can enthusiastically and creatively work together, develop themselves, and express their ideas freely. [25] 's study showed that organization culture affected job satisfaction and intention to quit the job. The results of their study were of help in service and problem management, increasing job satisfaction, keeping employees in organizations, and reducing intention to quit. [26] found the positive relationship between organization culture and job satisfaction. Moreover, their study revealed that creativity and innovation development were variables that boosted job satisfaction. The findings mentioned above can be concluded for this study as proposition 5 (P5): organization culture had positive influence on job satisfaction. With respect to organization culture and commitment, [27] found in his study that organization culture had positive influence on employees' commitment. [28] showed that organization culture that aimed at job success had positive influence on employees' commitment to their IT organization. Such findings motivated the author to investigate whether it is true in the Thai context. So she proposed the P6: organization culture and job satisfaction positive influence on organizational commitment. As for influence of organization culture on organizational citizenship behavior, many studies such as those conducted by [29], [30], and [31] yielded similar findings which led to the author's proposition P7: that organization culture had positive influence on organizational citizenship behavior.

3. Job satisfaction is defined as employees' attitude towards job either positive or negative or both [32]. It can indicate work behavior when an assigned job and the environment are desirable as expected [33]. Silverthorne found in his study that if employees' job satisfaction was low, their commitment was relatively low too. However, his study indicated that innovation and support-oriented culture positively affected job satisfaction and commitment at a high level. [34] unveiled that trust, job satisfaction, personal factors, somehow, affected some dimensions of organization commitment and, so in this study, the author, proposed P8: job satisfaction had positive influence on organizational commitment. According to [35], there was different relationship between job satisfaction and organizational citizenship behavior caused by internal and external factors both of which affected organizational commitment. [36] indicated that emotional intelligence and job satisfaction had a positive relationship with organizational citizenship behavior. Another proposition (P9) of this study was induced as: Job satisfaction had positive influence on organizational citizenship behavior.

4. Organizational commitment refers to an employee's sense of belonging; being a part of the organization; having love, faith, loyalty; being proud

of and willing to devote himself to forever work for the organization [37], [38], [39], [40], [41]. The studies of [42] and [43] similarly indicated that organizational commitment had a positive influence on organizational citizenship behavior, which the author would like to reaffirm such finding in the Thai context and so proposition 10 was set likewise; (P.10) organizational commitment had a positive influence on organizational citizenship behavior.

The review of literature above yielded a conceptual framework of this study as follows:



CONCLUSION

According to the literature review, it was found that there are 4 factors affecting organizational citizenship behavior; namely, transformational leadership, organization culture, job satisfaction, and organizational commitment all of which are considered as important mechanism to develop learning and innovations leading to driving the country's economic system and development as planned in National Economic and Social development Plan No. 12 and Thailand Development Strategy 4.0. The findings are of help in constructing a valid and reliable instrument to measure the influence of those factors and to create a structural equation model to be used in organizations for the benefits of business security and labor development.

SUGGESTION

Business enterprises either large or small play very important role in stimulating investment locally and nationally. The government sees them as a mechanism to generate job, income, security and life quality for people at every level. Key management of enterprises specifically the production ones depends very much on labor management. Most enterprises face similar problems; labor shortage and labor mobility. Therefore, administrators are suggested to perceive and understand their own enterprise's context, employees' need and behavior so as to handle labor problems better

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