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RESEARCH ARTICLE

EXPLORING THE RELATIONSHIP BETWEEN ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND AFFECTIVE COMMITMENT: A SYSTEMATIC REVIEW

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Abstract

This study established Two-Concept Theory out of the investigation of the relationship between Organisational Citizenship Behaviour (OCB) and Affective Commitment (AC). The researcher found that the relationship between these two concepts is significant in the body of literature. The study served to investigate the relationship between the two concepts (OCB) and (AC). The study employed a vigorous systematic review. The databases search were Academic Search Premier, Business Premium Collection, Business Source Complete and Google Scholar. Thirty studies were selected for consideration for this study, and content analysis was used to review the material. The findings highlighted that motivation, performance, leadership, job satisfaction, empowerment, trust, relationship, emotion, participation, engagement and outcomes. The researcher concluded that these words support the core relationship between the two concepts (OCB) and (AC), even though the terms are used interchangeably by many scholars. Also, these words support the Two-Concept Theory, and this theory is significant in the body of literature. Despite the limitations of this study, future researchers should consider this theory essential and has implications in practice.

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Introduction:-

The body of literature on organisational citizenship behaviour (OCB) and affective commitment (AC) has expanded extensively in recent years. The interest in these concepts (OCB) and (AC) has drawn players in both academics and practitioners. For example, many scholars such as Anwar et al. (2020), Dhiraj et al. (2020), Fischer et al. (2020), Lockhart et al. (2020), Narzary and Palo (2020), Ojebola et al. (2020) and Zhang et al. (2020) conducted their projects in OCB. Many other researchers, including Muthiah et al. (2019), Albrecht and Marty (2020), DiPietro et al. (2020), Shin et al. (2020) and Steele et al. (2020) carried out some work on AC. Despite significant work already done in these concepts (OCB) and (AC), the relationship between the two concepts remains lagging in literature.

Existing literature has indicated that OCB and AC are essential concepts that have a positive impact on organisational issues. For instance, employee motivation (see, e.g., Morales-Sanchez and Pasamar 2019, and Erum et al. 2020), corporate competitiveness (see, e.g., Turner 2019 and Simon 2020), job satisfaction (see, e.g., Falatah and Conway 2019, DiPietro et al. 2020, Narzary and Palo 2020) and organisational leadership (see, e.g., Fischer et al. 2020 and Zhang et al. 2020). Therefore the two concepts (OCB) and (AC) are essential to every organisation, yet researches have come short on identifying the relationships between the two concepts.

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Literature Review:-

Organisational Citizenship Behaviour (OCB):

The OCB is not a new concept in the body of literature. The idea has deep roots in the field of management and psychology. Some of the scholars who showed interests in OCB include Bateman and Organ (1983), Niehoff and Moorman (1993), Organ and Ryan (1995), Podsakoff et al. (2000) and Mohammad et al. (2011). Also, Teh and Sun (2012), Mahembe and Engelbrecht (2014), Mohammad et al. (2015), Salas-Vallina et al. (2017), Mansouri et al. (2018), Sendjaya et al. (2019) and Zhang et al. (2020) have done work that involves OCB.

Organ (1988) defined OCB as individual behaviour that is voluntary and exceeds expectations in the organisation and benefits the business. In other words, Organ viewed OCB as a good soldier in the organisation. Since the behaviour is voluntary, it could measure the level of motivation an employee has to the organisation because one may not have to be pushed to display OCB (Organ, 1988). The examples of OCB could include employees working extra time without pay to complete business' activities. Therefore, scholars, including Organ (1988), and Somech and Drach-Zahvy (2004) argued that employees showing OCB should work beyond their job descriptions, unfortunately, without any formal reward. However, OCB may lead to paying increase or promotion, if realised by the management (Organ, 1988). Besides, Organ (1988) observed that even though the OCB is an individual expression, the behaviour, therefore, may have less impact on the overall performance of the business. Hence, Vanyperen et al. (1999) conducted a study to investigate the influence of the organisation's departments and divisions to see if they influence OCB.

Thulasi and Geetha (2015) found that OCB is positively influenced by employee, organisational and management characteristics. Also, their study established that positive OCB could lead to improved corporate ethics and workforce morale. Thulasi and Geetha considered that OCB could be measured by employee motivation and job satisfaction. Likewise, the study conducted by Islam et al. (2015) confirmed that OCB is determined by workforce's initiatives and personal development, self-awareness, courtesy, sense of belonging, and organisational compliance.

Nevertheless, many studies have linked OCB to job satisfaction; thus, the OCB could show that employees are satisfied with their jobs (e.g., Mushtaq et al. 2014, Thulasi and Geetha 2015, Verma 2019, Banwo and Du 2020, Narzary and Palo 2020 and Ali et al. 2020). Also, OCB is associated with organisational leadership; thus, the OCB could enhance the organisational leadership (e.g., Coxen et al. 2016, Mitonga-Monga and Cilliers 2016, Hackett et al. 2018, Mansouri et al. 2018, Isiaka et al. 2019 and Zhang et al. 2020). Again, OCB is related to organisational effectiveness; thus, the OCB could mean that the organisation has improved competitive advantage (e.g., Aderibigbe et al. 2019, Ojebola et al. 2019, Yamoah 2019 and Ojebola et al. 2020). Hence, investigating the OCB is vital to both academics and practitioners, as it has an impact on businesses.

OCB has been observed in five categories, such as altruism, courtesy, conscientiousness, sportsmanship and civic virtue (Romaiha et al., 2019). Altruism as a type of OCB that is seen by an individual displaying selfless behaviour and concerned about others' welfare and rights; thus, being empathy and focusing on activities that benefit others (Romaiha et al., 2019). Previously, Organ (1988) regarded altruism as discretionary behaviours that are aimed to help others to solve the work-related problem. In literature, altruism could be described as help directed at a specific individual with emphasis on motivating them to achieve right work-related decisions (Romaiha et al., 2019). Sharma and Jain (2014) argued that altruism could increase individual and group's efficiency. Thus, Muthuraman and Al-Haziazi (2017) suggested that altruism is a critical form of OCB. Courtesy has defined a behaviour associated with avoiding problems at the workplace and reduce the impact of these problems (Muthuraman and Al-Haziazi 2017, Romaiha et al. 2019). Thus, courtesy has been as an employee's action of alerting others about potential issues before they happen (Romaiha et al., 2019).

Conscientiousness was referred to as when an employee spending adequate time and effort on their formal job descriptions for the sake of colleagues' efficiency (Sharma and Jain, 2014). Romaiha et al. (2019) called employees who display conscientiousness OCB as those who consider themselves as part of the business operation; thus, those who practice discretionary behaviours and know their responsibilities and limitations. Nevertheless, conscientiousness OCB was earlier described as that shown by employees who understand punctuality, work attendance and follow organisations' policies (Organ, 1988). Sportsmanship was defined as the behaviour of an employee that is observed to be dealing with unexpected inconveniences in the business without complaining, yet give their best (Romaiha et al., 2019). In other words, sportsmanship means an individual's work-related actions that serve to spend time accomplishing in the organisation without complaining (Sharma and Jain, 2014). Civic Virtue

was defined as the action of endorsing and supporting firms' policies and activities (Romainha et al., 2019). Earlier, Organ (1988) described civic virtue OCB as employees involvement and supportive of the goals and achievements of organisations; thus, maintain the image of the organisation.

Affective Commitment (AC):

Much research has already been conducted in AC. Many previous researchers, such as Kanter (1968), Mowday et al. (1982), Meyer and Allen (1987), Allen and Meyer (1990), and Meyer and Allen (1991) saw AC as the love for the organisation. This affiliation means that the individual remains bound to that organisation's operations; hence this attachment is seen with royalty and dedication (Mowday et al. 1982, Meyer and Allen 1991). Thus, many recent studies, including Sanghyeop et al. (2017), Ring et al. (2019) and Simon (2020) found a positive association between AC and dedication.

In literature, AC has been related to motivation; thus, the AC could determine that employees are motivated (e.g., Raineri 2016, Mustafa et al. 2017, Khan 2019, Staunton 2019 and Erum et al. 2020). Also, AC has been related to job satisfaction; thus, the AC could highlight that employees are satisfied by their tasks (e.g., Shadpoor 2013, Valaei and Rezaei 2016, Karim and Harun 2017, Falatah and Conway 2019, Iftikhar and Khan 2019, Afaf et al. 2020). Again, AC has been linked to organisational leadership; thus, AC determines organisational leadership (e.g., Chaudhry and Joshi 2017, and Haque et al. 2019). Also, AC is found to be related to corporate competitiveness; thus, the AC leads to higher company performance (e.g., Nazir and Islam 2017, and Zain et al. 2018). The study of AC is essential to both academics and practitioners, as it has an impact on businesses.

OCB and AC:

Several studies, such as Mitonga-Monga (2016), Anggraeni et al. (2017), Khaola and Coldwell (2017), Profiti et al. (2017), Jena and Pradhan (2018), Khan et al. (2018), Fischer et al. (2020) have conducted work on OCB and AC and found that the two concepts could be influential in organisations. For example, Anggraeni et al. conducted a study that involved 150 young entrepreneurs in Indonesia and used Structural Equation Modelling. The results indicated that AC influenced OCB. Mitonga-Monga and Cilliers surveyed to measure the extent of employees' perception of ethical leadership affect their commitment and OCB. Mitonga-Monga and Cilliers' study used a sample of 839 employees from railway firm in the Democratic Republic of Congo. Their study found that ethnical leadership leads to AC and OCB, among another outcome. Jena and Pradhan provided empirical research on employee commitment and workplace spirituality. The survey by Jena and Pradhan used a sample of 761 executives from Indian organisations, and AMOS and SSPS were used to analyse data. The results indicated that OCB moderates spirituality and AC.

Also, Khaola and Coldwell (2017) examined the effectiveness of OCB in organisations using a sample of 210 participants. The outcome showed that OCB could lead to AC, among other elements. Profiti et al. examined the mediating role of AC in relationships that include OCB using 326 employees drawn from multinational pharmaceutical firms. Their results confirmed the link between AC and OCB, whereby AC acts as a moderator between relationships, such as age diversity climate. Khan et al. too examined the causal relationship between antecedents, including leadership and innovative culture and behavioural outcomes, such as OCB and AC. The study by Khan et al.'s findings linked leadership to both OCB and AC. Fischer et al. managed a study that built on organisational trust study by investigating the relationships between a model of trust multidimensionality and OCB, AC and its angles. Their study used a meta-analysis of eleven studies, and results indicated that there is an association between OCB and AC.

However, past studies came short to explore the relationship between OCB and AC, even though studies have highlighted that there is a connection between two concepts. There is clear evidence that the two concepts are important to the world of business. This project aims to review the light on the concepts and explore the relationship through a systematic review of published studies.

Methods:-

The study searched in the four databases, which are Academic Search Premier (ASP), Business Premium Collection (BPC), Business Source Complete (BSC) and Google Scholar. The inclusion criteria were limited to primary studies with full-text access that were published in English from 2018. The researcher also checked the reference lists of the relevant articles in search for a link to other relevant studies (Gough et al., 2018). All relevant studies in OCB and AC were included in the search process. The search from databases gathered a total of 1650 articles (712 = OCB and

938 = AC) and these were put forward to the selection process (see Preferred Reporting Items for Systematic Reviews (PRISMA) diagram on Figure: 1 below).

Figure 1 below presents the PRISMA flow diagram that shows the selection process. There were 1650 studies (OCB = 712, AC = 938) identified across the four databases; ASP = 412, BPC = 401, BSC = 440 and Google Scholar = 397. After reading through the titles and abstracts, 1101 articles were removed because they were duplicates and 549 studies remain. A further 107 were removed because they were not clear, and 442 studies remain. The researcher also identified that 368 articles were not specific; therefore, not meeting the inclusion criteria, and they were removed from the list, and 74 studies remain. After attempting to open all articles, the researcher realised that 44 articles had no full-text access for several reasons, and they were all removed from the pile. Thirty studies met all inclusion criteria and were selected for further analysis (12 = OCB, 18 = AC).

After the relevant studies were identified, the researcher conducted a content analysis of the studies separately. Hennink et al. (2020) described the content analysis as a process of determining the presence of certain words or concepts within documents. The content analysis process involves breaking down the texts to see within the written material (Hennink et al., 2020). However, the researcher identified that 22 of the selected studies were quantitative, while 8 are qualitative studies.

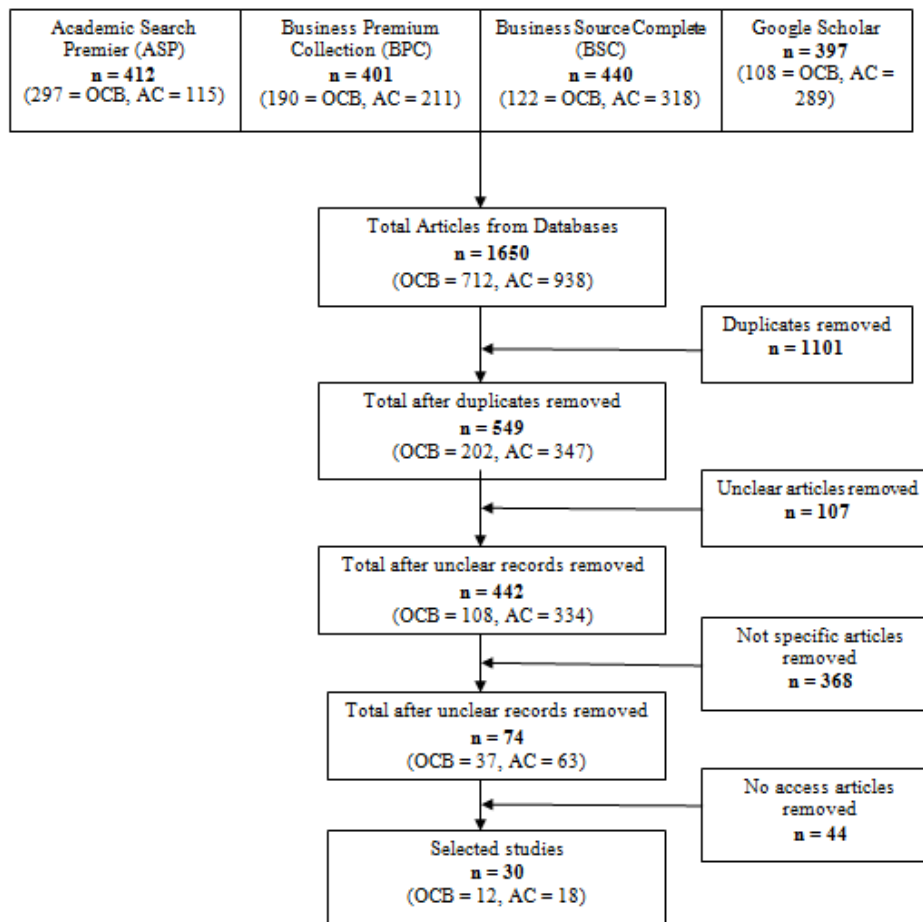


Figure 1:- PRISMA Diagram.

Findings:

The analysis of the data was conducted in two phases. The first phase was to identify words that are common in OCB and AC material separately. Then the researcher had to put together these words in a Two-Concept Theory (see Figure 2 below). The researcher identified eighteen words that were used in each set of studies and put these words together. These words included “motivation”, “performance”, “leadership”, “job satisfaction”, “empowerment”, “trust”, “work status”, “relationship”, “emotion”, “identification”, “justice”, “self-efficacy”,

“participation”, “support”, “democracy”, “engagement”, “work outcomes” and “innovation” (see Figure 2 below). There were eleven words that were common in both sets of material, which are “motivation”, “performance”, “leadership”, “job satisfaction”, “empowerment”, “trust”, “relationship”, “emotion”, “participation”, “engagement” and “outcomes” (see Figure 2 below).

The second phase was to put the common words together using a theory of Venn Diagram (see Figure 3 below). The theory of Venn Diagram enhanced the researcher to put words that were found within the OCB material on one side, words from AC on another side and the common words in a central circle (see Figure 3 below). The Venn Diagram was discovered by John Venn in 1880 and became popular in the analysis of relationships in mathematics; thus, displaying the similarities and differences (Bennett, 2015).

The Two-Concept Theory on Figure 2 above suggests that OCB and AC are linked with several words, which include motivation, performance, leadership, job satisfaction, empowerment, trust, relationship, emotion, participation, engagement and outcomes.

The Venn diagram in Figure 3 below shows that the two concepts (OCB) and (AC) have many similar words that overlap between two thoughts. The Venn diagram helped to clarify the differences and point to similarities. For instance, many terms are shared between the two concepts (OCB) and (AC), and few words are found not associating with the compared idea (see Figure 3 below).

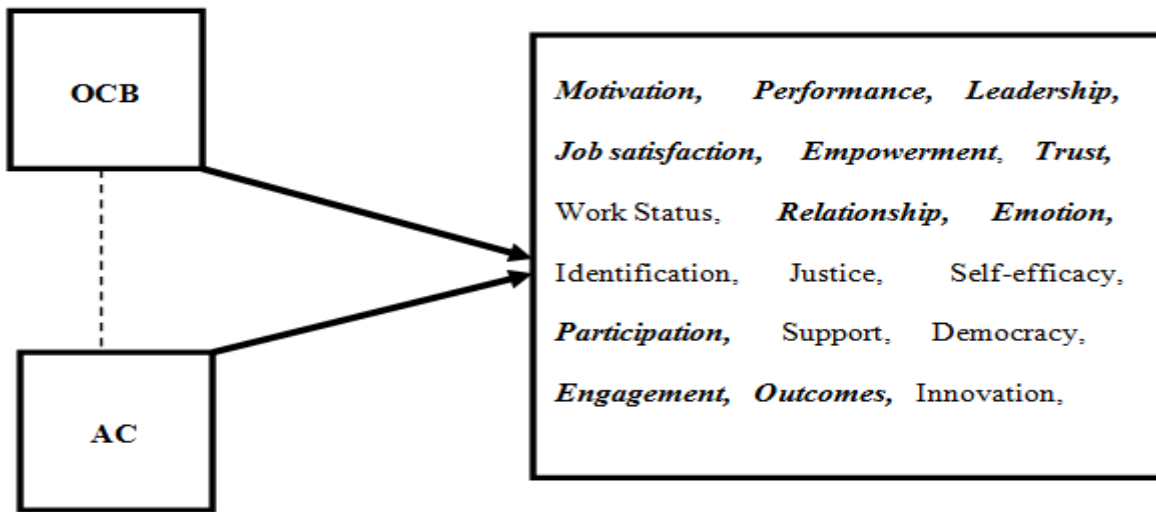


Figure: 2: The Two-Concept Theory

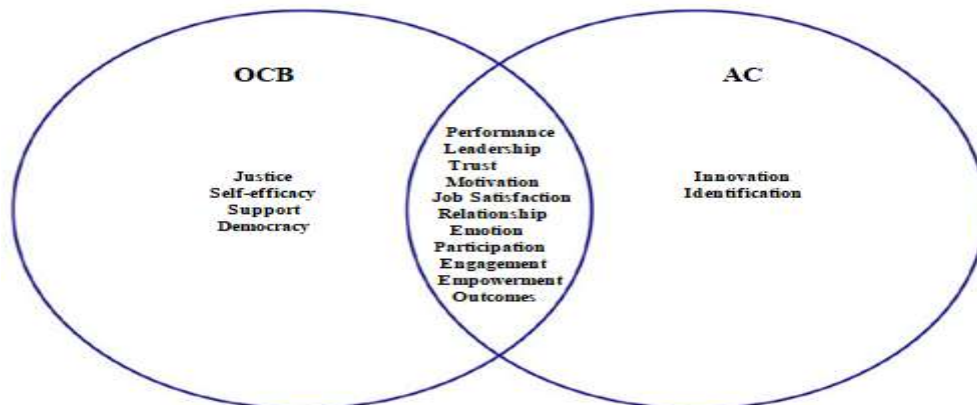


Figure: 3: Theory of Venn Diagram

Discussions:-

The study aimed to explore the link between OCB and AC in the body of literature. The researcher used a vigorous process to select studies to review, and content analysis was employed separately to reduce bias. The findings highlighted a positive relationship between OCB and AC. For instance, this argument is supported by many words that were common between the two concepts. This outcome is supported by previous studies, such as Kim (2012), Mitonga-Monga and Cilliers (2016), Harsasi et al. (2019), Ravikumar and Raya (2019), Erum et al. (2020) and Fischer et al. (2020). They found the relationship between OCB and AC.

This study's findings highlighted that OCB and AC are linked by eleven words, which are "motivation", "performance", "leadership", "job satisfaction", "empowerment", "trust", "relationship", "emotion", "participation", "engagement" and "outcomes". These words could be seen as critical to both OCB and AC and the entire organisational achievement (see, e.g., Pieper et al. 2018, Rivkin et al. 2018, Anwar et al. 2020). For example, motivation is associated with improved productivity and an important factor to all businesses (Sherif et al., 2014). Nevertheless, employees who display high levels of OCB and AC are regarded as also higher performers (see, e.g., Farris 2018, Hodgkinson et al. 2018, Ribeiro et al. 2018, Tokay and Eyupoglu 2018, Woznyj et al. 2019 and Anwar et al. 2020). Again, employees who have higher levels of OCB and AC could also have organisational leadership qualities (see, e.g., Charbonneau and Wood 2018, Choong et al. 2018, Khan et al. 2018, Tokay and Eyupoglu 2018, Ribeiro et al. 2018, Cek and Eyupoglu 2019, Odoardi et al. 2019, Yusof et al. 2019 and Zhang et al. 2020). Employees who present higher levels of OCB and AC could also be saying that they are satisfied with their jobs (see, e.g., Lin et al. 2018, Cek and Eyupoglu 2019 and Iglesias et al. 2019). Furthermore, employees who have higher levels of OCB and AC are also associated with empowerment (see, e.g., Bayraktar et al. 2018 and Yusof et al. 2019). Moreover, employees with a higher level of OCB and AC confirm that there is a higher level of trust in the organisation (see, e.g., Choong et al. 2019, Lambert et al. 2019 and Naeem et al. 2019). Likewise, in an organisation where there is high OCB and AC means that the internal relationships are good (see, e.g., Jena and Pradhan 2018, Khan et al. 2018, Andersen and Andersen 2019, Bloemen-Bekx et al. 2019, Bouraoui et al. 2019, Claffey and Brady 2019, Iglesias et al. 2019, Anwar et al. 2020, Zhang et al. 2020). Again, OCB and AC involve emotional attachment to the activities of the business (see, e.g., Jena and Pradhan 2018, Claffey and Brady 2019, and Lambert et al. 2019). Once again, organisations with high levels of OCB and AC witness also high levels of employee participation and engagement (see, e.g., Anwar et al. 2020 and Zhang et al. 2020). Nevertheless, businesses with high OCB and AC have also high productivities (outcomes) (see, e.g., Lockhart et al., 2020).

The limitations of this study include the vigorous process used to select relevant studies for review; this procedure could be biased. However, the researcher followed a systematic process to identify relevant articles on databases to limit the biases. Again, the study's inclusion was only recent studies that are published in English, with full-text access. These pre-set criteria may have left out important documents that could have improved this study outcome. Nevertheless, the findings of this study provided insight into the relationship between OCB and AC, and these findings should be confirmed by future studies that should use bigger samples and different methods.

Conclusion:-

This study concludes that there is a significant relationship between OCB and AC in literature. This study found that the two concepts are joined together by eleven words, which are motivation, performance, leadership, job satisfaction, empowerment, trust, relationship, emotion, participation, engagement and outcomes. The researchers tend to use these words in both concepts, and these words become apparent the core relationship between the two concepts (OCB) and (AC). Nevertheless, both ideas proved to be paramount to people management, and they could be used interchangeably by many scholars. However, the current researcher managed to establish Two-Concept Theory which should have an impact in the body of literature and future research. Also, the outcome of this study should have implications in practice since the two concepts (OCB) and (AC) could be in the same dimension.

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