

A Literature Review on the Multiple Factors Influencing Organizational Citizenship Behavior among Chinese Petroleum Workers

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Abstract: Ensuring energy security is paramount for China's petroleum industry amid growing uncertainty in the global energy market. This paper focuses on strengthening this security by fostering Organizational Citizenship Behavior (OCB) among petroleum workers. It provides an in-depth analysis of the synergistic effects of multiple factors, including job competence, family-support motivation, task complexity, coaching leadership style, and supervisor support for employees' families. Through a comprehensive literature review, this study reveals how these factors drive OCB in petroleum workers, offering theoretical foundations and practical pathways for enhancing human resource efficiency and achieving sustainable development in petroleum enterprises. This contributes to the dual goals of energy security and high-quality corporate growth.

Keywords: Petroleum Workers; Multiple Factors; Organizational Citizenship Behavior.

1. Introduction

The acceleration of global economic integration has expedited the internationalization of China's petroleum industry, while also presenting more severe challenges to energy supply. In response to the strategic call for energy independence and control, new standards have been set for the roles and behaviors of petroleum workers. Since its introduction by Bateman and Organ in 1983, Organizational Citizenship Behavior (OCB) has been a focal point in organizational behavior research, highlighting the positive impact of employees' voluntary contributions beyond their job responsibilities on organizational effectiveness. This paper systematically reviews the literature to uncover the diverse factors influencing OCB among Chinese petroleum workers. The aim is to provide scientific evidence for unlocking employee potential and optimizing enterprise management strategies, thereby promoting high-quality corporate development in the context of energy security.

2. Text Literature Review

2.1. Concept of Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) remains a central topic in organizational behavior research, continually drawing significant academic attention. The evolution and enrichment of this concept reflect a myriad of intertwined antecedents, forming a complex and layered research framework. Despite varying definitions, scholars generally agree that OCB represents voluntary actions by employees that extend beyond their formal job duties. These behaviors, while not directly related to task completion, are crucial for optimizing organizational functioning, such as through cooperation and taking on additional tasks, thereby subtly enhancing organizational harmony and operational efficiency.

OCB is a multidimensional phenomenon deeply embedded in the context of individual and collective interactions, characterized by spontaneity and altruism. Recent academic

inquiries have highlighted the significant impact of individual traits—such as strong sense of responsibility, willingness to help, emotional regulation capabilities, and a strong sense of family responsibility—on promoting OCB. At the same time, collective-level factors cannot be overlooked. Close team collaboration, transformational leadership styles, and perceptions of fairness and justice within the organization have all been shown to effectively trigger higher levels of OCB among employees. These findings underscore that OCB is not only a product of individual behavioral choices but also a result of the interplay between organizational climate and management strategies, collectively painting a vivid picture of how to foster organizational health and development.

2.2. Factors Influencing Organizational Citizenship Behavior among Petroleum Workers

According to research, there is a positive correlation between employee competence and organizational citizenship behavior (OCB). Enhancing employee competence can increase their awareness and commitment, thereby improving OCB. Thus, competence is selected as a specific ability factor. Compared to internal motivation, family-support motivation, an external motivator, is more easily influenced by external circumstances. When individuals have family-support motivation, they view the job provided by the organization as a means to support their families and boost their confidence in their own abilities and skills. Therefore, they feel obligated to reciprocate by dedicating themselves to the organization and engaging in extra-role behaviors. Thus, family-support motivation is selected as a specific motivational factor. In terms of job characteristics, existing studies have found that task complexity can significantly impact OCB. Task complexity requires employees to process more information, think more deeply, and cope with greater uncertainty. This challenging environment stimulates employees' initiative and creativity. When employees face complex tasks, they not only focus on completing their basic duties but also tend to proactively seek solutions, collaborate with colleagues, and

share resources to better handle challenges. This positive attitude and behavior are manifestations of OCB. Regarding leadership behavior, Ali Özduran's (2016) study found that, according to social exchange theory, employees who receive coaching leadership feel a desire to reciprocate the leader's support by demonstrating more OCB to express their gratitude. At the organizational level, Riggle et al. (2009) described the crucial role of organizational support. It leads to lower turnover intentions, encouraging employees to stay with the organization long-term and motivating them to go beyond their tasks and performance to exhibit high levels of OCB.

2.2.1. Competence

Competence refers to an individual's effective execution of tasks or duties based on professional skills and knowledge. It encompasses knowledge application, skill operation, problem-solving, and the ability to adapt and innovate in new situations. This is crucial for ensuring work quality and promoting career development. On one hand, employees with high competence can better handle work challenges, achieve superior outcomes, and thus enhance their confidence and sense of belonging, motivating them to engage more actively in OCB. On the other hand, highly competent employees are more willing to help others and exhibit altruism, morality, conscientiousness, loyalty, and team spirit, thereby elevating the overall level of OCB within the organization.

2.2.2. Family-Support Motivation

Family-support motivation refers to working for the benefit of one's family, including spouse and children, and relates to the efforts made to improve family well-being (Menges et al., 2017). Unlike other antecedents, family-support motivation is an intrinsic motivation easily influenced by internal and external environments. When employees feel motivated by their families, they become more driven, generous, cooperative with colleagues and organizational management, and more engaged in extra-role behaviors (Grant, 2007). Employees motivated by family support are inclined to work diligently for their families due to the rich and close relationships they share, increasing their propensity to work efficiently and for the long-term benefit of the organization. Farh, Zhong, & Organ (2004) studied OCB in the context of Chinese culture and found a connection between OCB and employees' family values and sense of responsibility. This further supports the link between family-support motivation and OCB, as family values often hold significant importance in Chinese culture, driving employees to work harder and exhibit OCB for their families.

2.2.3. Task Complexity

Task complexity refers to the aggregate of any intrinsic task characteristics that influence task performance, generally indicating the effort required to complete a task and its complexity and challenge. The effectiveness of OCB is influenced by task complexity and employees' competence. If employees' competence matches the task complexity, OCB can be effective; however, if their competence is insufficient to handle complex tasks, OCB may not be as effective. Complex tasks require more personal resources, such as attention, information processing, effort, and persistence. As task complexity increases, employees who initially perform poorly will develop more personal resources, thereby improving their competence and displaying more OCB. In the context of Chinese culture and the complex environment of petroleum workers, team members need a high degree of

interdependence, helping each other with work-related and non-work-related matters to achieve overall team goals. This mutual cooperation and collective effort are manifestations of OCB.

2.2.4. Coaching Leadership

Coaching leadership involves guiding and helping employees to achieve expected results through management behaviors characterized by encouragement and inspiration. It includes team building, communication and feedback, providing support, and empowering employees. When managers act as role models, providing clear pathways, prompt feedback, goals, and learning opportunities, employees are encouraged to learn and engage in both in-role and extra-role behaviors (Colquitt, Scott, and LePine, 2007). In a coaching environment, managers can enhance subordinates' performance by setting clear goals and providing necessary resources (Kim, Egan, & Moon, 2014). Thus, it is perceived as managerial support and organizational backing (Kim, 2010), leading employees to exhibit extraordinary OCB in return (Boyatzis, Smith, & Beveridge, 2012; Kottke & Sharafinski, 1988).

2.2.5. Supervisor Support for Family

Supervisor support for family is a dimension of perceived organizational support (POS), which reflects employees' perceptions of how the organization values their contributions and cares about their well-being. Employees exhibit corresponding levels of job performance and organizational commitment based on the material and emotional rewards they receive from the organization. Organizational support makes petroleum workers feel valued, meeting their needs for respect and care. High levels of organizational support allow workers to perceive recognition of their contributions and concern for their welfare, fostering respect and care from the organization. In return, workers are more likely to care about organizational interests, make greater efforts to help achieve organizational goals, take on responsibilities and obligations, and integrate organizational and social roles, thereby actively engaging in proactive change. Conversely, low perceived organizational support can lead to negative emotions and reduced emotional commitment to the organization, resulting in decreased work efficiency, higher error rates, and increased turnover intentions. Greenhaus and Powell (2006) found that employees who feel supported by their supervisors in their family lives exhibit higher job satisfaction and lower turnover intentions, further motivating them to display more OCB, such as helping colleagues and participating actively in team activities. Wayne et al. (2004) also demonstrated that supervisor support for family enhances employees' commitment and sense of belonging to the organization, thereby stimulating more OCB.

3. Management Enlightenment

3.1. Integrated Management Perspective: Building a Diversified Incentive System

To address the factors influencing organizational citizenship behavior (OCB) among petroleum workers, managers should adopt a comprehensive, multidimensional perspective. This means not only identifying and activating positive factors that promote high levels of OCB, such as individual competence and family-support motivation, but also considering how these factors align with contextual elements like work environment, leadership style, and

corporate culture. In practice, single-dimensional thinking should be avoided. Managers need to recognize the limitations of isolated factors and instead seek synergistic effects between them. Detailed analysis of the asymmetry in the generation of OCB is crucial; some factors may be more effective in reducing undesirable behaviors, while others may be better at stimulating positive behaviors. Therefore, companies should precisely target the core elements that drive OCB, ensuring that incentive measures are both personalized and systematic.

3.2. Enhancing Coaching Leadership: Balancing Development and Motivation

Companies should emphasize and strengthen the core role of coaching leadership as a key to enhancing organizational effectiveness. Establishing robust coaching mechanisms is essential, with a clear understanding that coaching leaders are not only responsible for imparting professional skills but also for mentoring employees in their personal growth, addressing their psychological and emotional needs. Practically, this involves developing customized training programs that cover techniques such as effective communication, personalized feedback, and guiding self-reflection to enhance leaders' coaching capabilities. Additionally, establishing employee growth archives and providing continuous assessment and personalized development plans can guide employees' career paths and stimulate intrinsic motivation. An improved incentive mechanism is also essential, rewarding employees who demonstrate OCB, setting positive examples, and fostering a culture of positive reinforcement. Moreover, creating an open and inclusive corporate culture that encourages employee participation in decision-making can enhance their sense of belonging and stimulate innovation and improvement.

3.3. Family Support Strategies: Strengthening the Foundation, Enhancing Satisfaction

Companies should recognize the indispensability of supervisor support for employees' families as a supplementary guarantee for enhancing employee loyalty and job satisfaction. Primarily, acknowledging the contributions of petroleum workers to the company's development through public recognition and substantial rewards can enhance their professional pride and loyalty. Addressing the practical needs of employees' families, such as establishing special support funds, providing family counseling services, or implementing family-friendly work policies like flexible schedules and remote work options, can alleviate work-family conflicts. Strengthening communication and interaction with employees' families through organizing family day events and

involving families in company activities can enhance family members' understanding and recognition of the company, building a solid bridge between the company and employees' families. This, in turn, translates into deeper employee commitment and dedication.

4. Conclusion and Future Prospects

This study identifies competence, family-support motivation, task complexity, coaching leadership, and family support as key factors driving OCB among petroleum workers, emphasizing the importance of fostering a positive organizational environment under the energy security strategy. Future research recommendations include cross-cultural comparisons to explore the commonalities and differences of OCB across different cultural contexts, dynamic mechanism studies using longitudinal designs to track the evolution of OCB over time, and assessments of technological advancements, particularly digital transformation, on the behavioral patterns and OCB of petroleum workers. These studies are expected to provide more refined management strategies for the petroleum industry, aligning talent strategies with industry development to ensure energy security and economic sustainability

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