THE EFFECT OF EMOTIONS ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS: A REVIEW[1]

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ABSTRACT

Affective science research has recently witnessed a growing interest in human emotions. It has been found that emotions have a significant impact on the work environment. Every individual seeks to achieve his/her goal in life, and many aims to obtain a job that achieves himself/herself through material and appreciation gained from this work, Emotions are one of the essences that affect the behavior of the individual in his/her social and work life. Appreciation and a sense of self-esteem at work are important for the emotions that accompanying it in the work environment. Many researchers have studied the importance of emotions in the work environment and their effects on many organizational concepts such as the organizational citizenship behavior, because it has a great relationship with emotions. This study focuses on the significance of emotions and their effect on organizational citizenship behavior (OCB).

Keywords: *Emotions, Appreciation, Organizational Citizenship Behavior.*

1. INTRODUCTION

Individuals seek to achieve several goals in life, and one of those goals is to have a job that achieves himself/herself through material and appreciation gained from this work. Appreciation and a sense of self-esteem at work are important for the emotions that accompanying it in the work environment. Emotions are one of the essences that affect the behavior of the individual in his/her social and work life. Many researchers have studied the importance of emotions in the work environment and their effects on many organizational concepts such as the organizational citizenship behavior, because it has a strongly linked with emotions. Among the most important work environments in which emotions and organizational citizenship behavior converge, those in which the human element is an essential element for the functioning of the production process. In this study, the effect of emotions on the organizational citizenship behavior dimensions has been discussed based on the recent studies in the literature. In the following section the concept of emotion is discussed. Then, organizational citizenship behavior (OCB) is explained. In the following section, recent literature on the effect of emotions on the organizational citizenship behavior dimension is given.

2. EMOTION

In order to survive, human beings need to understand and communicate with each other and with the surrounding environment, so emotions play a significant role in building relationships with the element of this environment. In other words, emotions play an important role in human life and an integral part of physical, mental health and personal relationships (Certel et al. 2011:74). Hence, it is important to know what the emotion is, and find a definition for it. In this chapter emotion definition and other related topics will be presented.

In the study of Soncu and Bekman (2017:102) the root of emotion concept was derived from the Latin word "movere" which used to express the verb of (act) or (move). According to Merriam Webster Dictionary, emotion is a conscious mental reaction subjectively experienced as strong feeling usually directed toward a specific object and typically accompanied by physiological and behavioral changes in the body (www.merriam-webster.com, 2020),

Emotions well recognized by intuition, until now it is hard to find a specific definition of emotion. The hardness of developing a definition of emotion comes from that emotional reaction is not one reaction, but it occurs as a set of related reactions where most of definitions depend on basic elements

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(Weiss and Cropanzano, 1996:17). Emotions are in general a reaction of the internal psychological situations, which, produces the human behaviors and deeds (Türküsev, 2011:43). In addition, "emotions were often used synonymously with feelings or effects.

Modern usage assumes emotions to be a hypothetical construct denoting a process of an organism's reaction to significant events. Emotion is generally presumed to have several components: physiological arousal, motor expression, action tendencies, and subjective feelings" (Scherer, 2000:152). Emotions are the first step for actions, such as hope and anticipation are the beginning of the strength, which helps humans to seek to their needs, where emotions are the basis of life (Bilen, 2014:53). In other words, an emotion is not only feeling state, but it is a complex chain of loosely connected events that starts with stimulus and contains feelings, psychological changes, impulses to action and definitive goal-directed behavior.

Feelings do not occur in isolation. They are responses of important or special situations in the life of individuals, and they frequently stimulate actions (Plutchik, 2001:345-346). Emotion is difficult to be individually defined; therefore, the personal experience, motive, stimulant, facial expressions, body reactions and mental and physiological processes are combined to define and understand it, add to that the internal and external events have to be evaluated, too (Smith and Kosslyn, 2010:328). In addition, emotion is a feeling, and the core of this feeling is a sequence of thoughts, psychological and biological situations (Goleman, 1995; Gleman, 1995, 1996:373).

In addition, emotions are the movement of the physiological changes at the mental attitude and sense with the virtual behaviors (Barutçugil, 2004:73). The emotions are a result of interaction between evaluation of individual situation by information of brain, nervous activities, and the internal human experiences, which comes in the frame of thoughts (Barutçugil, 2004:76). Add to that, the function of emotions to provide rapid dealing between people or people and animals, furthermore, emotion may occur in absence of others; that means it may happen as a reaction of things such as music or smell. Prepared to do so by what types of activity have been adaptive in the past. Although some emotions happen in fast time, it can remain for long time not only for few seconds or for minutes, it can endure for longer times (Ekman, 1999:46-54). In addition, emotion is one of the clearest ways of social communications where this emotion can be shown and appeared as facial expressions thus; it can be such as a language (Barutçugil, 2004:78).

From the side of workplace, emotions are inseparable part of human psychological status, since individual who lives without emotions there is not any difference between him and machine, where emotion is one of the communications means among people. For this reason, in last years it has been started to care of human emotions in workplace not as before in the classical management that considered human just as an element of the production without concern of his emotions (Can, et al, 2006:90-342).

Furthermore, emotion is an event consists of three essential dimensions, which are the emotional situation, the related cause of emotional situation, and the surrounded environment of the individual. Where the emotional situation could be separated to three dimensions; events which considered as the external environment to this situation, while thoughts are considered as the internal environment to this situation; where the signals are given to begin the behavioral and physiological responses which are the final results of the emotional situation (Özer, 2011:3-4).

According to Plutchik, emotion is not regarded as feeling also it does not have a genetic basis, but the genes make a mechanism interposes behavior he has used the term emotion "as a single, general term for a group of phenomena. As complex processes with functional value both in communication and increasing the individual's chances of survival. Emotions represent proximate methods to achieve evolutionary fitness" (Plutchik, 2001:348; Plutchik, 1980:6). Emotions are the reaction of person for any action or event, which is evaluated as relevant to person's interests, motive, value, and emotional sensitivities (Frijda and Mesquita, 1988:273)

Plutchik model was proposed in 1958 by suggesting eight basic bipolar emotions: Joy versus sorrow, anger versus fear, acceptance versus disgust, and surprise versus expectancy, where these eight basic emotions can produce many other emotions if two or more of them are combined together. The result of this combination a huge number of mixed compound emotions (Plutchick, 2001:348-349). According to Plutchik's classification of emotions and his definition, it will be explained the eight advanced emotions, which are composed, of two basic emotions:

Optimism: Optimism is the ability of anticipation that everything will be alright although the obstacles and difficulties are existed (Goleman, 1995; Goleman, 1995, 1996:128). Optimism is one of hope's relatives where the optimistic has an energy enables him to reach the desired results and to know necessary steps to achieve the goals (Goleman, 1998:165). Optimistic faces the obstacles, defeats, determination and insistently by continuing the way with hope of success, not because of fear of failure and he overshoots the hard conditions to achieve goals (Goleman, 1998:157).

In other words, optimism makes human sees the events from the positive side and seeks to achieve goals even though the faced difficulties and resistances, in addition to that to make opportunities from threats and always expects the best. The optimistic persons avoid the grumble, complaining, and unnecessary criticism or blaming others, also they do not live in fear of unsuccessfulness they always hope the best in the future (Barutçugil, 2004:287). It can be considered that optimistic person who waits the good results because of his hopeful nature or personality (Eagleton, 2015:15)

Love: Love is a wide concept; it is not only an emotion which is occurs between different sexes but it is also could happen between any two persons or between person and things, places, situations, etc. in the following paragraph it will be mentioned some of these definitions of love.

According to Köknel, the definition of love is difficult to identify, as love is a strong joint between individuals, which makes them feeling of concern, and it is a need which human seeks to reach (Köknel, 1998:158). Love is one of the emotions which give the person pleasure and it is the feeling that makes him want to be nearer and closer to other specially opposite-sex (Köknel, 2013:43). Where carrying of this feeling can appear to other in a form of a sentence like "I love you" or a body language such as a smile and may it be behaviors such as listening carefully, helping others or concern (Bozdağ, 2008:31-32).

Hume asserts that love and respect are produced by exiting of virtuous educated clever with good manners and decent persons. Emotions could occur if there are individuals having a good bodybuilding and beastliness or a high-level pedigree and rich family add to that a good dressing may also produce these emotions (Hume, 2009:225). Love is the most important feeling for human, where the rest of emotions and feelings establish and generate from love, so love can be considered as a scale or

reference point to other emotions (Tarhan, 2014:253).

Submission: Submission is an affection situation, which the individuals may face. This situation makes them behave commensurate with the structures and molds of community, and have to give importance to those molds and structures (Köknel, 1998:197).

Submission is appearing the acceptance easily to the affection of others without discussing them to get rid of the anxiety or fear, that companion to any disagreement or conflict with them (Köknel, 2013:73). According to the previous points, Köknel considered submission once as an emotion while another times it is accounted as a behavior.

Awe: According to Köknel; fear or anxiety are the emotions occur when pain forth comes where, it is in general a feeling of human that something bad will happen. This emotion usually affects the behaviors of humans that they cannot correctly think, behave or make any decision, and they are not able to distinguish if what they are doing correct or not. Fear concept carries many meanings under its definition such as fear of future instability, disturbance, awe, pessimistic, and unhappiness (Köknel, 2013:23-24). In the previous opinion, it can be clear that awe is one of fear derivatives and fear also related to thinking of future that means awe could be occurs by surprising of fearful future, which agrees with Plutchik's chamber of emotion for the awe. The level of anxiety depends on the individual structure and characteristics, such as gender, physique, mood, intelligence, superego, social role, personality, and creativity (Köknel, 2013:30).

There is a hint that might be useful to distinguish between anxiety and awe the event type with its causes and the specific final results of the emotion (Özer, 2011:9). In other words, the difference between anxiety, awe or fear that awe or fear caused by known reason, but anxiety is almost caused by unknown or unclear reasons. Sometimes anxiety, awe, or fear happen by biological or physiological reasons such as; lack of sleep or headaches, which could adversely affect on the individual's psychological status and his emotions as anxiety (Hatiboğlu, 1976:133). Fear or awe can occur by specific case person event of phenomena where this emotion sometime happens out of cognition (Köknel, 2013:36). In the situation of fear, awe or danger approaching the blood, muscles, and heartbeats affected by this emotion and that makes the emotional centers of brain ready to provide the

motion and necessary reaction (Goleman, 1995; Goleman, 1995, 1996:33). Briefly, awe is a reaction or response to any dangerous event unsafe situation or risk that simulates and warns individual to be ready to do what must be done, where in this case the emotion could restrict the actions (Barutçugil, 2004:83).

Disappointment: Disappointment is evidence that the hope was out of its place (Nuaimah, 1981:31), and the end of expected thing that is not realized or actualized (Barutçugil, 2004:109). While from the side of organizational relationships and work life, the human relations approach one of the reasons, which lead to feel of disappointment the limited organizational agreements, which put limits that restrict achievement of the desired goals and that give rise to limited self-actualization (O'shaughnessy, 1969:76).

Remorse: According to Zhong et al (2014:41) as they summarized the definition of remorse, which adapted from the discussion of the topic by Proeve and Tudor (2010): "Remorse may be defined as a distressing emotion that arises from acceptance of personal responsibility for an act of harm against another person. Often, with further reflection, the remorseful individual may desire that the act had never occurred at all and wish to make restitution toward the victim"

Then, from the previous reference of Zhong et al. (2014:41-42) as they mentioned in the part of result of their study to several definitions of remorse as the following:

1) "Blending of emotions and belief or reason" or

2) A "fundamental regret for self-accusatory consciousness of guilt";

3) It includes "an appreciation of the impact on the victim"; it can be directed toward others beyond the victim;

4) And a remorseful individual "wishes to modify his or her behavior so that similar acts do not occur in the future."

A person may honestly regret a minor mistake that made without anyone's knowledge or a major undiscovered crime, however. It may not be accompanied by feeling of remorse, shame or blushing where shyness here is not the feeling of guilt, as some believe if a person is a shamed or with blushed face could feel guilty. The opposite is also true that person can feel ashamed for other physiological or psychological reason, but not because of remorse or feeling of guilt (Darwin, 1897:332).

Contempt: Individuals could be held in contempt when they feel of inferiority in some aspects such as bodybuilding, beauty, and low level of intelligence, low level of education, low financial situation or sometimes the style of addressing. Since this emotion is related to the variety of the community or the environment that the individuals exist at, therefore, they compare themselves with other individuals who are also exist in the same community with the same classifying standards. Besides that, they do not give themselves the same importance, which is given to others; then this feeling causes the lack of self-confidence or not to trust others. The feeling of self confidence and trust others generates the behavior of respect (Köknel, 1998:160-161; Hume, 2009:225).

Aggressiveness: Aggressiveness is a reaction of frustration, which causes a desire for revenge even that causing harms to innocent, consequently it sometime makes human reprimands, and hates his own self (O'shaughnessy, 1969:76). In addition, aggressiveness happens when the individuals are offensive and harm other when they disagree with them so the conflict starts to approve that no one is preferable like them, where this kind of emotion is also occurs when the human feels of inferiority (Hatiboğlu, 1976:135). Where the tendency for aggressiveness is an instinctive and independent nature where the biggest obstacle for it is culture (Freud, 2015:45). Psychoanalyst found that one of aggressive people characteristics is greed (Ibid, 2015:55).

3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship behavior (OCB) is one of the most important new concepts in the field of organizational behavior, which raises the researchers' attention. The related theories and principles in this field were used to enable the researchers to understand individual's behavior at organizations, where this understanding leads to improve the work. In general, the implementing of organizational citizenship behavior at workplace can solve work problems and develop the active planning process, add to that organizational citizenship behavior can allow the individuals to be creative. Given the importance of creating organized environmental at workplace that increase the importance of human element and voluntary

behavior (Al-Aamiri, 2003:66) the researcher studied the organizational citizenship behavior. Organizational citizenship behavior in particular can develop and raise the level of educational process at universities and actualize the desired goals.

Organizational citizenship behavior is "Employee behaviors that exceed work-role requirements" (Kinicki and Kreitner, 2009:163), which the individual does not wait any award for his deeds and this behavior is completely voluntarily from the heart (Sezgin, 2005:320). While Organ defined OCB in 1988 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, 1988:4).

In other words, OCB is an individual behavior that stems from self-initiative, and is subject to the free and voluntary management of the individual. There is no direct formal relationship between this behavior and the requirements of the job, and although it not considered a formal performance in itself, it contributes to achieving the overall goals of organization. The worker may choose to carry out duties in excess of what their official role requires without expecting to be compensated by the organization, and without the organization having the right to punish the worker for not maintaining this behavior since it is not binding. It is left for the worker‟s own discretion since they act out of their own free will (Al-Raqad and Abu Dayya, 2012:739).

Briefly, Organizational citizenship behavior (OCB) can be defined as an individual behavior, where employees may voluntarily perform extra tasks which are not included in their job requirements in the organization (İpek and Saklı, 2012:252), basically to realize organizational citizenship behavior OCB it is expected from the employees at the organization to behave in two ways (Basım and Şeşen, 2006:85), the first way is involving in work to achieve the goals of organization, the second one is avoiding and keeping away from causing harm to the organization goals or implementing of these goals (İçerli and Yıldırım, 2012:169).

Organizational citizenship behavior OCB impacts organizational life by three main points, first one that it raises the desire individuals of the organization to help each other, thus the helping individual is a good citizen visionary, shares information with their co-workers and adds values to organization, the second point is by development of employees' sense of responsibility in organization where the employees' developed sense of responsibility leads to reach the organization goals easily. While the third point, employees care about positive behaviors where the positive thinking provides the success of employees in work (Kaya, 2010:116-117).

It is necessarily to give examples of Organizational citizenship behavior OCB which are can be like helping absent co-worker, also helping new co-worker to make him adapt with work environment, supporting others to face any difficulties, add to that helping trainees and managers in their jobs and suggesting new and creative ideas to add value to organization, even telling earlier in case of absence or not coming to work is considered as an example of Organizational citizenship behavior OCB (Kaya, w.d.:284).

According to the researcher‟s definition, organizational citizenship behavior is the practice of academics in Turkish and Jordanian universities for additional work not included within their formal jobs, with the motivation that comes from their conscience and without waiting for compensation or reward.

4. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS

Organ (1997) abstracted prior OCB studies and determined five categories of discretionary, extra-role organizational behaviors that formed OCB. These behaviors contain: (1) altruism, which describes helping specific people with tasks related to organization; (2) conscientiousness, which involves behaviors that go beyond minimum role demands but are more impersonally oriented, such as job attendance and diligence; (3) sportsmanship, which captures the willingness to tolerate

inconveniences without complaining; (4) courtesy, or actions that serve to prevent interpersonal problems occurring; and (5) civic virtue, which describes employees' responsible participation and involvement in an organization (Kamil et al, 2014:21).

Altruism: Altruism is voluntary conduct that help others and support them to face work problem (Organ, 1988:96). In addition, it represents behavior that is aimed directly and intentionally at helping a specific person in face to-face situations, (e.g., orienting new people, assisting someone with a heavy workload) (Smith et al, 1983:657). This dimension includes the voluntary attitudes and behaviors of employees to help their co-workers in solving and overcoming their problems they faced at work, as well to help and direct them to raise their performances to execute the tasks in correct procedures (Demirel et al, 2011:37; Sezgin, 2005:323; Çetin, 2004:20). Köknel agree with previous researchers in the definition of altruism, but in his perspective; it is an emotion not a behavior which, directs individuals to love others, care of them, respect them and to repress their selfish for others where this kind of people always defends others and solves their problems, since the level of emotion of altruism differs from one to other, that depends on their knowledge or culture (Köknel, 2013:71).

Conscientiousness: Conscientiousness is discretionary behavior on the side of an employee that goes well beyond the lowest role requirements of the organization (Farh et al, 2004:242). Besides it is an internal ability which enables human by estimating the ethical actions or behaviors, it is excessively an emotion makes individuals feel tranquil during doing their duties or tasks and execution of responsibilities otherwise they will not feel rest assured (Gökalp, 2010:22). Gökalp considered conscience as emotion or ability to evaluate behaviors. Conscience is one of the emotions which related to internal inspection in the individual, and this emotion produces the feeling of the responsibility, so that conscience is the "mental jury" which keeps individual away from bad deeds, where conscience also is a innate nature at human (Tarhan, 2014:258).

Furthermore, conscience is the feeling, which grows inside human to refuse a specific desire (Freud, 2018:15). Finally, it enables individuals to fulfill their promise, adhere to the commitments, can carry the responsibility to achieve goals and they work precisely and accurately way (Goleman, 1998:116).

Courtesy: *"Discretionary behavior on the part of an individual aimed at preventing work-related problems with others"* (Farh et al, 2004:242). Courtesy joins the communities together (Gothe, 2017:12). From the organizational side courtesy is coming before taking any decision which could affect others' work and jobs, they should be informed to know their opinion and reactions to execute according to them (Sezgin, 2005:324; Basım and Şeşen, 2006:87) as well it includes the conscious behaviors to obstruct any problems may occur among the employees of organization (Kaya, 2010:113; Demirel et al, 2011:37)

Civic Virtue: *"Behavior on the part of individuals indicating that they responsibly participate in, are involved in or are concerned about the life of the organization"* (Farh et al, 2004:242).

Civic virtue is organization employees' feeling of responsibility toward the impacting events and involving voluntarily in the decision and meetings of organization (Basım and Şeşen, 2006:87). Kaya (2010), sees that civic virtue is the participation in the activities, which provide addition to the image of the organization and keep following the announcements of the organization, also actualization the needed changes or execution them in the right way to be considered or estimated as a civic virtue behavior which reflects the highest level of care loyalty and effective involving at the organizational life at the organization (Demirel et. al, 2011:38)

Sportsmanship: "Willingness of employees to tolerate less than ideal circumstances without complaining to avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes" (Farh et al, 2004:242).

Sportsmanship it expresses desire of positive behavior and not to complaining of difficulties and the loads of work which could be faced in the

organization (Sezgin, 2005:325; Basım and Şeşen, 2006:86; Kaya, 2010:113). Moreover, sportsmanship includes the behavior which the individual shows it through enduring other individuals' opinions who are different or theirs, keeps tending to behave positively at any faced negative situation and avoid complaining about another employees, work difficulties and its hard necessary procedures (Demirel et al, 2011:38).

Every individual seeks to achieve his/her goal in life, and many aims to obtain a job that achieves himself/herself through material and appreciation gained from this work, Appreciation and a sense of self-esteem at work are important for the emotions that accompanying it in the work environment. Many researchers have studied the importance of emotions in the work environment and their effects on many organizational concepts such as the organizational citizenship behavior, because it has a great relationship with emotions. Emotions are one of the essences that affect the behavior of the individual in his/her social and work life. Among the most important work environments in which emotions and organizational citizenship behavior converge, those in which the human element is an essential element for the functioning of the production process.

In 1924, Kantor in his endeavor to understand human behavior, found that the concept of personality is unified and accumulated by the functions of thinking, consciousness, sense, memory, attention, and emotion, regardless of the differences between these functions. Furthermore, personality always falls under the impact of internal and external environmental stimulants. There are differences between one personality and another in dealing with those stimulants and in the reactions and responses to them. But those stimulants must first be evaluated to understand the concept of behavior and to behave accordingly (Köknel, 1998:97-98). Furthermore, the situations that face humans and their goals, beliefs, tendencies, needs, and incentives are the most effective factors on their behavior (Barutçugil, 2004:14).

For years, emotions have been a difficult subject of study due to the fact that the definition of "emotion"

is unequivocal (Grandey, 2000:107). The concept of emotion is one of the human concepts which is used not only for social life but also in the field of management and organizations. Technological development in recent years has caused humans to lose a considerable part of their emotional nature and become almost like a machine or merely an element like other elements of business (ESCWA, 2018:21).

Furthermore, the human element in business systems and organizational structures is very important because of the essential role of the human element in conducting business (Al-Aamiri, 2003:65). Therefore, it is necessary for psychologists and management specialists to develop the concept of emotion at work by creating an emotional atmosphere in which humans assert their human nature to be distinguished from the rest of business elements (Andries, 2011:27).

As mentioned above, emotion in general has an important role in the behavior of individuals in the work environment, such as the classroom or university, which can be regarded as a place where emotions are practiced (Adesala and Li, 2018:730). According to the neoclassical approach, it is necessary to encourage effectiveness and productivity at the organization so that the individuals may understand each other. Also, it has to be recognized that the human beings are a physiological, social, and psychological entities, or structures, and that understanding them can explain their behaviors (Barutçugil, 2004:32).

The more the work environment depends on the human element in its system, the stronger the need for the concept of emotion at work to steer its behavior toward the work environment, the work itself, and work managers, colleagues, and students. One of the organizational behaviors influenced by emotion is organizational citizenship behavior (OCB). This is considered to be one of the new organizational concepts that has been developed to become a fundamental concept in management and organizations. Many studies have emphasized the general role played by emotions at work. It has been asserted that stimulating emotions can enhance OCB, and thereby improve both employee and

organizational well-being (Spector and Fox, 2002:288).

It is important for any research work to include some of the significant previous studies related to the topic of the research. This enables the researchers to determine the approach to be followed and to formulate the research hypotheses. Some of the studies concerned with emotions at work have been discussed below:

Weiss and Cropanzano's study (1996) titled "Affective Events Theory: A Theoretical Discussion of the Structure, Cases and Consequences of Affective Experiences at Work: Research in Organization Behavior" aims to study the impact of the emotions at workplace where these emotions were anger, fear, joy, love, sadness, and surprise, so the connection between emotions, attitudes, and behaviors at work may be clear by using a theory called Affective Events Theory (AET). Their theory discusses that specific event on the job causes several types of people to feel different emotions. These emotions inspire actions that can avail or hamper others at work.

Al-Aamiri's study (2003) titled "Determinants and consequences of organizational citizenship behaviors in organizations" aims to define the concept of OCB and distinguish its determinants and effects at the various organizations. Where it determined the effective factors on this concept and which cause the appearance of OCB or decreasing this behavior. Those effective factors or determinants are job satisfaction, organizational, loyalty, organizational justice, managerial leadership, seniority, age, organizational culture, organizational policy, and self-motivation. This study is considered as one of the most important studies in the field of OCB, that because it is one of the premier studies in this field as Arabic study (Al-Aamiri, 2003:67). Although it is existing at foreigner languages it has a significant importance from results side, which presented that OCB has many effects on improve the level of effectiveness and the organizational efficiency, rising the level of personnel's moral, limitation of career leak, increase the ability of organization's adoption and creation, rising the chance of success and organization sustainability. Finally, this study recommended

examining all the effective factors on OCBs once that is for enabling to determinate the most and the lowest effect on OCB it recommended to enhance OCB at the Arab organizations through finding an organizational atmosphere helps the personnel to practice the behavior.

Sezgin's study (2005) titled "Organizational citizenship behavior: a conceptual analysis and some inferences for the schools" studies the effect of OCB on raising the level of individual and organizational effectiveness. Where the findings and results were that, the organization effectiveness is more related to quality of human resources than quantity of material resources. If the employees work voluntarily can add more effect to organizational, work and that can be clear in the more helping of their co-workers. This behavior impacts the success of the organization. Therefore, it has been focused on the research at the five OCBDs, which have a significant positive effect on individual and organizational performance. In addition, it finds that there is a relationship between OCB and job satisfaction, and also between organizational loyalty and performance. But with respect to OCB and organizational justice, there is a relationship, particularly with regard to fair and just organizational atmosphere. Therefore, OCB can be identified.

Gürbüz's study (2006) titled "Örgütsel Vatandaşlık Davranışı İleDuygusal Bağlılık Arasındaki İlişkilerin Belirlenmesine Yönelik Bir Araştırma" (A Research on Identifying the Relationship between Organizational Citizenship Behavior and Affective Commitment) aims to find the relationship between organizational citizenship behavior and affective commitment by using attitude questionnaire, which was distributed to 136 employees working at active textile, food, and automotive sectors at Erzurum province. As the results show, there is a positive and significant correlation between organizational citizenship behavior and affective commitment at the sample of this study. On the other hand, there is no significant correlation between conscientiousness and courtesy as dimensions of organizational citizenship behavior and affective commitment.

Singh & Singh's study (2009) titled "Does Personality Predict Organizational Citizenship Behavior among Managerial Personnel" aims to examine the role of personality traits; Conscientiousness extraversion neuroticism and agreeableness in Organizational citizenship behavior OCB dimensions; altruism, conscientiousness, civic virtue, courtesy and sportsmanship. The aim of this study was achieved by using demographical data scale Indian adaption of NEO Five-factor Inventory –where the origin of this scale was developed by Costa and McCrae in 1992- and OCB scale to collect data. The sample of this study was 188 top male managers. As a result, the findings of examination indicate that "Conscientiousness and extraversion dimensions of personality were found to be significantly positively correlated with all the five dimensions of OCB. Agreeableness dimension of personality was significantly positively correlated with all the five dimensions of OCB except civic virtue. Neuroticism dimension of personality was significantly negatively correlated with sportsmanship, courtesy and altruism dimensions of OCB." (Singh & Singh, 2009:291). Finally, this study suggests that the personality traits have a significant role in predicting OCB at work place.

Bez's study (2010) titled "Organizational Citizenship Behavior and its Relationship with Major Attitudinal Factors: A Comparative Study between Two Police Regions of Turkish National Police" aims to examine if predictors of OCB include major attitudinal factors influenced by OCB. The implementation of this study was at Turkish National Police (TNP) in two different regions, which are region I (included Istanbul and Ankara cities) and region II (included Diyarbakir and Malatya cities). According to the results of the study, there is an effect of job satisfaction, organizational commitment and organizational justice on OCB. As a conclusion, it indicates to the importance of major attitudinal factors such as predictors of OCB in TNP. Finally, the researcher presents directions to the TNP managers, which enable them for better understand using of major attitudinal factors to develop their staff's awareness of OCB.

Kaya's study (2010) titled "The relationship between personality and behavior in organizational life: the mediating role of emotion" aims to determine the intermediary role of positive and negative affectivity in the relationship between five factors of personality traits (extraversion, conscientiousness, agreeableness, openness to experience, emotional stability) and behavior (task performance, contextual performance, organizational citizenship behavior, stress). This study was implemented in the industrial zone at Kayseri city by using questionnaire as a technique of collecting data. The findings of Kaya's study showed up that positive affectivity was positively related to task performance, contextual performance and organizational citizenship behavior while negative affectivity negatively related to task performance, contextual performance organizational citizenship behavior and stress. In addition, the regression analysis results found mediating effect of positive and negative affectivity in relation between personality and behavior.

Andrieş's study (2011) titled "positive and negative emotions within the organizational context" is a theoretical research based on previous works. It is divided into three sections, first explanatory interpretative theoretical models of emotion. In the first section the researcher presented the theories related to emotions and explain the nature and definition of emotions. In the second section, she explained the positive and negative emotions; where positive emotions are: joy happiness gratitude and well-being, while negative emotions are angry fear envy and jealousy, and briefly referred to some aspects such as; intensity hedonic tone duration direction expressiveness the motivational and cognitive value (awareness). Finally, the third section is management of emotions the researcher in this section discussed the meaning of the management of emotion in two levels; the individual level and the organizational level. The researcher in the end of this study indicated to several points. The emotional skills development should be optional for the employees not necessity. On the other hand, the welfare of employee should be a real welfare not comes as a need of increasing profit and efficiency of

organization. In addition, the management of emotions in organizations depends on two components: the authentic component, which concerns the emotional experience of employees at work, and the emotional behavior of the leader. Then emphasized on the point of the team of management is an important factor to provide and create the positive emotional environment at work in order to actualize and realize positive organizational activities.

Önder and Taş's study (2012) titled "The relationship between research assistants' values and OCBs" aims to determine if there is a relationship between the researcher assistances' individual values and OCB and what the effect of these values on OCB. The information and data were got by using the scale of "values, guilt feeling and ethics justice" as a tool of study. This tool implemented on both of Suleyman Demirel University (SDÜ) and Mehmet Akif Ersoy University (MAEÜ) research assistances, and the statistical techniques were used to conclude and get results, which finds that there is a relationship between OBC and religious, social aesthetic and political values.

Al-Raqad et al. study (2012) titled "Identifying the behavior of practicing emotional intelligence among academic leaders in official Jordanian universities and its relationship with teaching staff organizational citizenship behavior" aims to find the relationship between emotional intelligence and OCB for academicians at Jordanian universities who occupies a position of leader or educational position, in this study the emotional intelligence considered as the independent variable, while OCB considered as dependent variable. The result of this study discover that the leaders of Jordanian universities have a high level of emotional intelligence and OCB, besides that, there is a positive significant relationship at level ($\alpha < 0.01$) between emotional intelligence and OCB in the leader of Jordanian universities.

Köksal's study (2012) titled "The impact of trust and perceived insider status on organizational citizenship behavior and aggression within the terms of social exchange theory" examines the effect of insider perceptions of the employees on their organizational trust OCB and aggression, to achieve the purpose the researcher conducted the study on the employees of Kayseri industrial zone. According to the results, the insider perceptions positively affect on organizational trust and organizational citizenship behavior, but ergatively on aggression.

Olowokere's study (2014) titled "Influence of Religiosity and organizational commitment on organizational citizenship behaviors: a critical review of literature" reviews previous studies in effect of religiosity and organizational commitment on OCB and variables, where it is noticed that religiosity and organizational commitment are significant variables have a relationship with OCB where religiosity has a relationship with teamwork, greater, kindness, fairness, honesty, trust, concern for other and OCB. Many discussed studies in this research explain that organizational commitment enhances the performance of OCB and organizational commitment, and OCB are so similar from the side of concept where they are a behavioral explanation that both of them can explain each other with the same words. The results of this research were that organizational commitment and OCB share the same concept and basics where any related variables for any of them it is surely must have relationship with another and for this reason religiosity is related to both of organizational commitment and OCB and effect on both of them. Finally, this research recommended to the necessity of making studies in this context.

Kamil et al. study (2014) titled "Investing Dimensionality of OCB from Islamic Perspective (OCBIP): Empirical analysis of Business Organizations in Southeast Asia". empathizes and enhances the awareness of OCB phenomena from the Islamic managerial perspective. Where a survey was implemented on 405 Muslim employees at business organizations in Malaysia and it was built a structure of OCBIP to approach the aim of this study. The result of this study found that the construct validity of OCBIP is able to explain and clarify four elements of OCB, which are; altruism, civic virtue, advocating high moral standards and removal of harm.

Erden's study (2015) titled "Extra-Role behavior and job creep: the relationship between affect,

withdrawal behaviors, and organizational identification" discusses the effect of extra-role behaviors (which is another expression of OCBs on the emotions of employees who are working at service sector in Istanbul. According to the study results and findings; when the extra-role behaviors were voluntarily implemented that led to positive emotions, which will contribute to organizational identification, otherwise, when the extra-role behaviors were not voluntarily implemented that, generated a job creep which will bring about (produce) negative emotions and employee withdrawal.

Yıldız's study (2015) titled "The relationship between positive psychological capital, organizational trust and organizational citizenship behavior: a case study" aims to find out if there is a mediating effect of the organizational trust in the relationship between positive psychological capital and organizational citizenship behavior or not. To achieve the goal of the study the data has been collected from employees who work at seven hospitals in Istanbul, and then the result discover that positive psychological capital relates positively to organizational trust and organizational citizenship behavior.

Chehri's study (2016) titled "The level of organizational citizenship behavior among faculty members in Algerian public universities from the academic leaders' perspective" aims to discover the level of OCB among faculty members from the academic leaders' perspective in Algerian public universities. The methodology of this study is descriptive analytical approach. The used tool to achieve the aim was questionnaire, while the data was analyzed by SPSS program. The sample was employees at leader position at public Algerian universities. From the side of results; there was a moderate level of OCB among the individuals of sample. In addition; empathized there are statistically significant difference at level ($\alpha < 0.05$) in evaluation of sample for level performance of OCB which depends on only to variable of educational level, while the other demographic variables such as; gender, age, experience, and university did not record any differences. Finally, the recommendations of the study include making

the leader of academicians aware of the need to abandon of bureaucratic mentality, and being professional by using the simplest method to encourage the academicians to perform the OCB. There are other recommendations that focused on Algerian public universities and future studies.

Ertosun et al. study (2016) titled "Örgütsel Sinizm ile ÖrgütselVatandaşlık Davranışı Arasındaki İlişkilerin İncelenmesi ve Bir Araştırma" (An Investigation of the Relationships between Organizational Cynicism and Organizational Citizenship Behavior and A Research) attempts to find the relationship between the organizational cynicism and organizational citizenship behavior. The researchers assumed that there is a negative relation between organizational cynicism; cognitive, affective response and behavioral dimensions and organizational citizenship behavior. Then to realize this purpose they prepared a questionnaire, which was distributed, to employees, who work in a large active organization at Kocaeli. According to the findings, it is proved that there is a negative relationship between the organizational cynicism and organizational citizenship behavior, which means; when the level of the organizational cynicism cognitive, affective response and behavioral dimensions in the employees increases the level of the organizational citizenship behavior reduces. Finally, the managers are recommended to raise the organizational commitment, job satisfaction, and performance of the employees to actualize the increasing of level of organizational citizenship behavior at the organization.

Çiçeklioğlu's study (2019) titled "The effects of presenteeism, emotional labor and organizational citizenship behavior on performance: a research on educational labor" aims to find the level of the relationship between presenteeism, emotional labor and organizational citizenship behavior and their effects on the performance of the teacher in educational institutions in Kahramanmaras and Mersin. The results of this study discover that, emotional labor and organizational citizenship behavior affect positively on the performance, while some dimensions of presenteeism had negative effect where, another dimension had no effect.

5. CONCLUSION

Affective science research has recently witnessed a growing interest in human emotions. It has been found that emotions have a significant impact on the work environment. Every individual seeks to achieve his/her goal in life, and many aims to obtain a job that achieves himself/herself through material and appreciation gained from this work, Emotions are one of the essences that affect the behavior of the individual in his/her social and work life. Appreciation and a sense of self-esteem at work are important for the emotions that accompanying it in the work environment. Many researchers have studied the importance of emotions in the work environment and their effects on many organizational concepts such as the organizational citizenship behavior, because it has a great relationship with emotions.

Especially in recent years, researchers paid more attention on the importance of the emotions on work and performance. Many studies have emphasized the general role played by emotions at work. The aforementioned studies in the previous section highlight the significance of the emotions at OCB level. Hence, it is important to link academic work with the practice at organizational environment.

Furhermore, during the COVID-19 pandemic, remote working has been quite popular due to necessary precautions. The term of 'remote working' is described by the Cambridge Dictionary as "the practice of an employee working at their home, or in some other place that is not an organization's usual place of business" (Cambridge Dictionary, 2021). It is expected that more and more people work remotely and connect and communicate through the Internet, further research opportunities on this subject needs to shift to the impact of the emotions on virtual organizations.

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