LITERATURE REVIEW

The Author significantly mention about the different leadership paradigms and the possible ways of influencing the Organizational Citizenship Behaviors. The Leadership models were improved and extended with systematic approaches compared from the old to the modern with the backgrounds and the potential influences. The Leadership models play major roles to improve the operation of organizations. Leadership is typically a process of social influence, in which one or more persons affect one or more followers by clarifying what needs to be done, and providing the tools and motivation to accomplish set goals (Babcock-Roberson, & Strickland, 2010). (ABDU JA’AFARU, 2011)

Employee looking for better prospects for the career is common in the universe. At the Organisational level the employer show interest and retains the high skill people for the Organisational benefit. The study explores the percentage of male and female field employee perception regarding their intention to leave the organization and finds that male staff is comparatively more intended than the female staff. This study is examined in the banking sector. Moreover the research further shows that higher qualified employees are more conscious about voice mechanism and are more ready to leave the organization. (Ahmed Imran Hunjra, Muhammad Asghar Ali Muhammad Irfan Chani Hashim Khan and Kashif-Ur-Rehman, 2010)

The study is carried out to analyse the impact of work environment on future worker’s productivity. The kind of work environment in which employees operate determines the way in which such enterprises limit their productivity enhancement of employees to the acquisition of skills. The Examine result revealed that both internal and external work environment and the policies which as they currently obtain are inauspicious to the enhancement of labour productivity (Akinyele Samuel Taiwo, 2009)
The study has examined the various demographics variables such as age, gender, and education and analysed result say that age of managers had significant impact on their evaluation of ethicalness of employees’ behaviors, gender and the education level of managers had significant impact on their evaluation of employees’ possibility of acting unethically; This Study has been carried out in industrial development and renovation organization of Iran (Ali Akbar Ahmadi and Azita Ashrafjahani)

The interferences between work and family have always been resulted in work-family conflict. In particular, for married managerial women who are likely to be members of dual-career families, a significant amount of household commitment has to be balanced with the pursuit of career. This paper examines two aspects of work family interfaces: work interference with family and family interference with work in Nigerian context. Survey data from business executives in Nigeria confirmed that job related factors (such as career salience, hours of work, work involvement) were largely associated with work interference with family for both male and female executives. The survey based on the Nigerian context. (Bola Adekola, 2010).

Values are seen as guiding principles in people’s lives (Bardi & Schwartz, 2003). They are relatively enduring, but can and do undergo changes over time (Grube, Mayton, & Ball-Rokeach, 1994; Hofmann-Towfigh, 2007; Sheldon, 2005). The authors discuss the results in terms of a potential reciprocal direction of influence between experiences in motivational action conflicts and the personal values associated with those actions. The study is mainly focused on achievement and well-being values were conceptualized in a manner that incorporates those value aspects that turned out to be important to student life in an interview study. Achievement value describes the amount that students value success, clear goals, and hard work, while well-being value describes the amount that students value fun, leisure, and spontaneous activities (Britta Kilian, 2012).

This study aims to determine the relationship between leadership styles and other constructs such as organisational commitment, job involvement, job satisfaction and organisational citizenship Behavior. Previous studies say Transformational leaders are
said to be responsible for motivating employees to go beyond ordinary expectations (Hater & Bass, 1988). Transformational leader’s Behavior is the emotional attachment to the leader and emotional and motivational arousal of followers. Whether the relationships were stronger for transformational than for transactional leaders. The results of a canonical correlation analysis using the data indicated that the most prominent relationship was that between transactional leadership and affective commitment. Furthermore, transformational and transactional leadership did not correlate significantly with the constructs of job involvement and job satisfaction. (Cheryl master, Delene visser, Gert roodt, 2003)

The purpose of the present study was to investigate the training experiences have Positive attitudes about training and whether it perceived positive training attitudes to improve job proficiency While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence According to Tsai, Yen, Huang, and Huang (2007), employees who are committed to learning showed a higher level of job satisfaction that has a positive effect on their performance(Debra L. Truitt, 2010)

The results based on the study provide strong evidence that benefits perceived to suit employee needs generate highest benefits satisfaction. Employees satisfied with their benefits are less likely to consider leaving the organization. Understanding employees’ affective and cognitive reactions to compensation, including benefits, can render better practices. The key areas covered in the topic are Benefits, Benefits Satisfaction, and Turnover Intentions. (Gergana Markova & Foard Jones)

The research paper finds out the relationship between employees who survived retrenchment/lay off during economic recession and job performance with work life balance). The main focus in this paper is workload and working hours that leads to work to family conflict and ultimately have an effect on job performance. Also the long work hours during the recession period lead into the Job performance. Resulting
in longer hours of work, has been linked with stress (Hassan Imam, Tahir Masood Qureshi and Muhammad Aslam Khan, 2011)

Research has indicated that leadership seems to be a reflection of two schools of thought in organisational theory - scientific management and human relations. The first school of thought emphasised tasks, and was criticised for viewing employees as instruments or machines to be manipulated by their leaders. This study examined the relationship between the perceived leadership style and employee participation, and looked at how individuals differ with respect to these variables in terms of demographical factors such as gender, age, educational level and functional department (Jeremy Mitonga-Monga*, Melinde Coetzee and F. V. N. Cilliers, 2011)

The literature review provides the foundation for the establishment of a conceptual research framework to examine the effects of TQM practices on job satisfaction and turnover intention. This study proposes a model to analyse the degree of leadership, level of training and development, degree of employee empowerment, extent of employee involvement, level of teamwork as well as the impact of reward and recognition in increasing the job satisfaction and turnover intention among the employees. (Jing-Wen Yue, Keng-Boon Ooi and Choong Chee Keong, 2010)

The concept of quality work life shows positive emotional reactions and attitudes an individual has towards their job. The quality work life influence the other constructs such as Job performance, motivation, Role Stresses, indicates strong relationship between employees’ well-being at work and performance of such organizations. (Josiah Roman Aketch, Odhiambo Odera, Paul Chepkuto and Ochieng Okak, 2012)

A strong work culture is needed for developing high performance work organizations. Recent studies on organizations suggest that high involvement and high performance organizations have strong work cultures (Peters and Waterman, 1982; Deal and Kennedy, 1982; Sinha, 1990). Realignment of the Organization for better visibility and reduce the hierarchy depth for effective management and introduces many motivation factors like rewards for promotion. Improve work culture. Simplifying the process. Create a healthy environment and make employee understand the importance
of the work culture. Relocation for the change in the current environment for the better prospective. (K. Ashok Kumar, 2012)

In this article proposed that HR systems serve as a broad-based influence on helping within organizations. This argument corresponds with the Behavioral perspective of strategic HR, Compliance and commitment systems represent two widely discussed archetypes with distinct objectives. By considering HR systems and their respective relational climates together, researchers can gain a better understanding of expectations and dynamics surrounding helping Behavior (KEVIN W. MOSSHOLDER, HETTIE A. RICHARDSON, RANDALL P. SETTOON, 2011)

The previous studies highlighted that there is also growing evidence that employees’ positive Attitudes and discretionary Behaviors are significant factors affecting organizational performance (Podsakoff and Mackenzie, 1997). The Organization plays a keys in refining productivity and occupational skills, Fast growing industry key motive to develop the rigid committed workforce to reduce the to reduce employee turnover and absenteeism. The work attitudes and behaviors are very crucial for the overall organisation performance. (Lew Tek Yew, 2010)

In this article the author explained the underlying causes and factors which influencing the Work attitude in different dimensions. The employee attitude has a significant outcome in the Job performance and moreover the literature weak and somewhat inconsistent relationship between job satisfaction and performance (Lise M. Saari and Timothy A. 2004)

Leadership play a major role in the field of management. The literature brought a new direction saying that The Leadership style is based on the gender. The study carried out in the eastern and western countries. The results of this study have shown that leadership preferences of females leaned toward a democratic leadership style, while males prefer more autocratic leadership style. Second, there was a significant, although slight, difference between males and females on locus of control. There is a significant difference between male and female on the locus of control. The female locus of control towards internal and male towards external. (Mehmet Ali Hamedağlu, John Kantor and Elif Gülay, 2012)
Leadership is a process of influencing activity in a group directed toward the achievement of one or several objectives. In the context of empowerment of human resources, in order to produce professional employees having high integrity, the presence of a standard is required, which can be used as a guideline by the organization in solving the problems. Such guideline is the organizational citizenship behavior which systematically directs the employees to improve their work commitment. The present research has been done in order to study the relationship between transactional leadership, transformational leadership and leadership styles of path-goal theory upon thus, it can be concluded that transformational leadership has more dominant impact in setting up the organizational citizenship behavior. The Other leadership style plays different degree of impact on the OCB (Mohammadreza Zabihi and Reihaneh Hashemzehi 2012).

There is a significant relationship between organizational commitment and happiness, especially between happiness, efficiency, and organizational commitment. In the previous studies As Allen and Meyer (2000) point out, “of the ‘several work attitude ‘variables studied by organizational psychologists, only job satisfaction has received more research attention than organizational commitment”. The significant relationship between commitment towards management tasks and happiness, professional commitment and happiness, group commitment and happiness (Morteza Raei Dehaghi, 2012)

Learning is a process which basically enhances the knowledge. And sharing knowledge with the others bring the fulfil purpose of the learning. Organizational culture shares common practices of work that enable the employees’ to perform multiple jobs in organization with greater level of job involvement. The motivated employees and the learning capacity of the organization are essential for an organization to achieve excellent service quality. Learning is the key to achieve business success (Muhammad Ehsan Malik, Rizwan Qaiser Danish and Ali Usman, 2010)

There is a belief that people are born with resilient attributes; previous study proves that resilience can be improved better through effective training and development. Indeed, various theories such as developmental cognitive and psychodynamic stressed
on the importance of resilience in individual life. The role of resilience in managerial life is also worth looking into. Managers need to be more resilient so that they can bounce back from the loads of pressures and adversities they encounter in business. Business requires specific mind set to meet the demands of the workplace environment. Successful people more resilient Results showed that resilience has a positive association with thinking personality type whereas; it has shown inverse relationship with feeling-personality type. (Reza Gharoie Ahangar, 2010)

This paper describes beside their experiences, knowledge and skills, emotion play an important role in pushing individual to produce and perform the best. Emotion is critical in motivating, persuading, communicating, leading and controlling individuals and groups. The research is to access how effectively individual deal with emotion. Appraisal and Expressions of emotion are moderately correlated to job performance and job satisfaction The performance appraisal and expression of emotion are moderately correlated to job performance and job satisfaction when people experiencing a negative affective states, they would feel unhappy therefore unable to produce better performance. (Rohana Ngah 2009)

In literature of social sciences, politics is generally referred to as a process by which group of people resolve their conflicts but contrary to this, in practice politics is considered as a negative force used to get personal benefits (Kacmar and Baron, 1999; Vigoda-Gadot, 2003). Organisational culture, Management Hierarchy. Improper planning, resources shortage, dependency, performance appraisal methods and lack of skills in the field of management play a significant role in the Organizational politics. High level of employee involvement in organizational politics causes severe damages to the achievement of organizational objectives (Sami Ullah, Abu Rashid Jafri, Muhammad Ali Gondal and Muhammad Khyzer Bin Dost 2011)

However, today Big Five of Goldberg (1992) is mostly accepted for the personality trait constructs which contain core dimensions of personality. Big five include openness to experience, conscientiousness, extraversion, agreeableness and neuroticism (Costa and McCrae, 1985). Personality has been viewed as source of person’s attitude exhibited on the job workplace over the years. In this paper, propositions have been made about different kind of personality traits having
relevance with nature of job requirements. The study tried to argue that prominent feature of personality traits can be successful in aligning with the particular job requirements. Implications have been raised by giving propositions for future researchers to validate these propositions. (Sajjad Hussain, Muhammad Abbas, Khurram Shahzad and Syeda Asiya Bukhari, 2011)

In this article the author objective of this study is to investigate the intrinsic and extrinsic motivation. Level of organizational commitment and motivation as well as the relationship between health staffs organizational commitment and motivation within state hospitals. The results indicated that intrinsic motivation of health professionals was explained mostly by affective and normative commitment. Also affective and normative commitment impact on intrinsic motivation was more than continuance commitment. The most effective factor on extrinsic motivation was normative commitment. Continuance commitment had effect on extrinsic motivation less than normative commitment. Also it was seen that the affective commitment had the lowest effect on external motivation. (Selma Altindis 2011)

The main goal of the literature to develop a new measure of persistence and to assess its construct validity and psychometric proprieties. The developed scale, measuring motivational persistence, contains three-factors: long-term purposes pursuing, current purposes pursuing and recurrence of unattained purposes. The result of the study says Pearson and canonical correlations between the three factors of the new self-report scale and other three related measures (and their factors) indicate good levels of convergent and divergent validity of the new scale. This study suggests that there may be two facets of the persistence phenomenon, one related to the effortful, volitional control of action and the other to the quality of attention and interest (Ticu Constantin, Andrei Holman, and Ana Maria Hojbot, 2011)

The aims of this study were to investigate the relationship between transformational, transactional leadership and task performance and to clarify the mediating effects of job satisfaction. And the relationship between leadership behaviors and task performance. The change is workplace has the impact in the performance outcome either high or low depends on the leadership style and the employee commitment. The present study also demonstrates that transformational leaders effect followers to
display more task performance than Transactional leader’s do. (Tsang-lang Liang, Li-Chu Chan, Chih-Wei Lin and Yi-li Huang, 2010)

This study investigated attitude and motivation as predictors of academic achievement of students in garments textile industry. Educational institutes should encourage students to develop the right/good attitude and create right atmosphere in lectures that will motivate students to learn. The study is more focused on academic achievement of students in colleges of education (Uwameiye B. E. and Osho L. E., 2011)

In this article the author highlighted to investigate the relationships between psychological empowerment, job satisfaction and organizational citizenship behaviors (OCB) in Chinese organizations. Future research should investigate whether the relationship between psychological empowerment and work attitude is affected by other factors, such as the tension between employees and supervisors, and whether job satisfaction mediate the relationship between psychological empowerment and work attitudes (for example, organizational commitment and professional commitment). In addition to the positive relationship between Future research should investigate whether the relationship between psychological empowerment and work attitude is affected by other factors. For instance, Janssen (2004) found that the tension between employees and supervisors would negatively influence the relationship between psychological empowerment and organizational commitment. (Wang Jin-Liang1* and Wang Hai-Zhen, 2012)

The role stress and employee creativity are related has seldom been examined empirically. By extending the results of literature, this study proposes five hypotheses on how role ambiguity and role conflict (via self-efficacy and job satisfaction) affect employee creativity directly and indirectly. The survey results further demonstrated that both self-efficacy and job satisfaction serve as partial mediators between role conflict and creativity. However, only job satisfaction (and not self-efficacy) is a partial mediator between role ambiguity and creativity. Implications of the findings of this study and possible directions for future research are also discussed. (Yung-Tai Tang* and Chen-Hua Chang, 2010)