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A Study on the Dimensions of Organisational Citizenship Behaviour Among Public Transport Employees: A Literature Review and Comparative Analysis

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Abstract : *Organisational citizenship behaviour (OCB) is an important concept in organisational behaviour that describes employees' voluntary contributions beyond the minimum requirements of their formally assigned duties. Such behaviours can support cooperation, organisational effectiveness, service quality, and the achievement of collective goals. Public transport organisations operate in demanding environments characterized by time-sensitive operations, public accountability, passenger safety requirements, coordination among employees, and continuous interaction with the public. These characteristics make OCB particularly relevant to understanding employee behaviour in public transport services. The present study examines the major dimensions of organisational citizenship behaviour among public transport employees through a review and comparative analysis of existing scholarly literature. The study focuses on five established dimensions of OCB: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Altruism concerns voluntary assistance to colleagues; conscientiousness refers to responsible behaviour exceeding minimum role expectations; courtesy involves preventing interpersonal difficulties; sportsmanship reflects constructive responses to unavoidable workplace challenges; and civic virtue represents responsible participation in organisational affairs. The study adopts a qualitative secondary-research methodology using published academic articles, theoretical contributions, systematic literature reviews, and research concerning public organisations and public transport employees. No primary data were collected from employees, and no questionnaire, interview, or experiment was conducted. The literature indicates that organisational citizenship behaviour is associated with several organisational and individual factors, including organisational commitment, employee engagement, leadership, perceived organisational support, job satisfaction, organisational justice, and public service motivation. Research on public subway organisations also suggests that organisational publicness and government control may influence citizenship behaviour, demonstrating the relevance of public-sector characteristics. However, the relationship between OCB and organisational effectiveness should not be interpreted as automatically positive in every situation. Excessive expectations of voluntary assistance may increase workload, create unequal burdens among employees, and blur the distinction between discretionary contributions and formal job responsibilities. The study concludes that the five dimensions provide a useful framework for examining employee behaviour in public transport organisations, although their expression may vary according to occupational responsibilities, organisational culture, working conditions, and management practices. The paper recommends that transport organisations encourage voluntary cooperation through fair leadership, employee recognition, transparent procedures, adequate staffing, and supportive working environments. It further recommends context-specific*

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research that distinguishes among drivers, conductors, station personnel, maintenance workers, operational controllers, and administrative employees. The study contributes a conceptual basis for understanding OCB in public transport while identifying opportunities for future empirical investigation.

Keywords: organisational citizenship behaviour, public transport employees, altruism, conscientiousness, courtesy, sportsmanship, civic virtue, public-sector management, employee engagement, organisational effectiveness

I. INTRODUCTION

1.1 Background of the Study

Organisational citizenship behaviour (OCB) has received considerable attention in organisational behaviour and management research because formal job descriptions do not capture every behaviour that contributes to organisational effectiveness. Employees frequently provide assistance, cooperate with colleagues, share information, prevent workplace conflicts, and participate in organisational activities beyond their minimum contractual responsibilities. These contributions are commonly examined through the concept of OCB. Organ (1988) developed a widely used conceptualisation of OCB, building on earlier research concerning employee cooperation and discretionary work behaviour.

The importance of OCB extends across private, public, and nonprofit organisations. However, the public sector presents distinctive circumstances because organisations must consider public accountability, service continuity, administrative procedures, and the interests of citizens. De Geus et al. (2020), in their systematic review of OCB in the public sector, observed that public-sector characteristics have not always been adequately integrated into OCB research. They also identified the need for stronger research designs and greater attention to the consequences of citizenship behaviour in public organisations.

Public transport is an especially relevant setting for examining these behaviours. Bus services, metro systems, suburban rail services, and other publicly operated transport networks depend on coordination among employees performing different operational and administrative functions. Drivers, conductors, station personnel, maintenance workers, ticketing staff, operational controllers, supervisors, and administrative employees contribute to the delivery of transport services.

Although employees have clearly defined responsibilities, unexpected operational situations may require cooperation beyond routine duties. For example, employees may voluntarily assist colleagues during service disruptions, communicate emerging passenger-safety concerns, provide accurate information to passengers, or coordinate with other departments to resolve operational difficulties. These actions can be examined through the dimensions of OCB, provided that researchers distinguish genuine discretionary behaviour from activities that are already required by formal job responsibilities.

Public transport organisations also operate under conditions that may influence employee behaviour. Work schedules, shift rotations, passenger demand, time pressure, safety requirements, hierarchical structures, and public scrutiny can shape opportunities for cooperation and voluntary contribution. Employees who experience supportive leadership and fair organisational practices may be more willing to assist colleagues and contribute to collective organisational objectives. Conversely, excessive workload, inadequate staffing, perceived injustice, and insufficient recognition may limit such behaviour.

1.2 Dimensions of Organisational Citizenship Behaviour

Organ (1988) identified five widely recognised dimensions of OCB: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. These dimensions provide a useful conceptual framework for understanding how employees contribute beyond minimum formal requirements.

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Altruism refers to voluntarily helping colleagues with work-related difficulties. In public transport, this may involve assisting a colleague in understanding a procedure or helping another employee manage an unexpected operational problem when doing so is not already a formal requirement.

Conscientiousness concerns employees' responsible conduct beyond minimum expectations. It may include voluntarily maintaining careful work practices, preparing for duties responsibly, or taking additional steps to ensure that organisational procedures are followed.

Courtesy refers to actions intended to prevent interpersonal problems. Employees may communicate schedule changes, provide advance information about operational difficulties, and consult colleagues before making decisions that affect their work.

Sportsmanship involves responding constructively to unavoidable workplace difficulties without engaging in excessive complaints or unnecessary conflict. It should not be interpreted as an obligation to tolerate unsafe conditions, unfair treatment, or violations of employee rights.

Civic virtue represents responsible interest and participation in organisational affairs. Examples may include voluntarily contributing constructive suggestions, participating in improvement discussions, and taking an informed interest in organisational developments.

Podsakoff et al. (2000) reviewed the theoretical and empirical literature on OCB and highlighted the diversity of its conceptual dimensions, antecedents, and consequences. Their review demonstrates that OCB is not a single uniform behaviour and that its dimensions should be considered carefully when examining employee conduct.

1.3 Significance of OCB in Public Transport

Public transport is a service-oriented environment in which the actions of individual employees can influence coordination, passenger experience, and the continuity of operations. However, the relationship between OCB and service outcomes should be examined rather than assumed. The effect of a particular behaviour depends on the situation, the employee's role, and whether the behaviour supports or conflicts with formal operational requirements.

Research by Yeo et al. (2018), examining public subway companies in South Korea and Japan, directly connects organisational publicness and government control with OCB. Their study considered altruism, courteous behaviour, sportsmanship, conscientiousness, civic virtue, and preference for the public interest. This research is especially relevant because it examines public transport organisations rather than relying exclusively on evidence from unrelated sectors.

Research on Delhi Metro Rail Corporation has also examined relationships among organisational commitment, employee engagement, and OCB. The findings reported by the study suggest that employee engagement is important in understanding the relationship between organisational commitment and citizenship behaviour (Why employee engagement matters?, 2021). This provides a relevant Indian public transport context, although its results should not automatically be generalised to all transport organisations.

1.4 Problem Statement

Despite the importance of cooperation and voluntary employee contributions in public transport, OCB must be understood in relation to the different responsibilities, working conditions, and organisational structures found within transport services. Much of the broader OCB literature examines general organisational populations or public-sector employees without necessarily distinguishing transport-specific occupations.

Furthermore, voluntary behaviour may be interpreted differently across employee groups. Helping a colleague, following operational procedures carefully, communicating a problem, and participating in organisational discussions may have different implications for drivers, maintenance personnel, station staff, and administrators.

A further issue concerns the boundary between voluntary contribution and formal job responsibility. Public transport employees must comply with safety procedures and operational duties. Such mandatory conduct should not automatically be classified as OCB merely because it benefits the organisation.

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The problem addressed by this study is therefore the need to understand the major dimensions of OCB and their potential relevance to public transport employees through a structured synthesis of existing research.

1.5 Objectives of the Study

The objectives of the study are:

1. To examine the concept and principal dimensions of organisational citizenship behaviour.
2. To analyse the relevance of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue in public transport organisations.
3. To review individual and organisational factors associated with OCB.
4. To compare findings from general organisational research, public-sector studies, and public transport-related research.
5. To identify practical implications and research gaps concerning OCB among public transport employees.

1.6 Research Questions

The study addresses the following research questions:

- What are the principal dimensions of organisational citizenship behaviour?
- How may these dimensions be expressed among employees working in public transport organisations?
- What organisational and individual factors are associated with OCB?
- What does existing literature indicate about the relevance of OCB to public transport management?
- What limitations and research gaps require further investigation?

II. REVIEW OF LITERATURE

2.1 Conceptual Development of Organisational Citizenship Behaviour

The development of OCB research is associated with attempts to understand employee contributions that extend beyond formal job requirements. Bateman and Organ (1983) investigated job satisfaction and the good-soldier syndrome, contributing to the early development of research into discretionary employee behaviour.

Smith et al. (1983) examined the antecedents of citizenship behaviour and distinguished between forms of behaviour that help other individuals and behaviours reflecting general organisational compliance. Their work contributed to the development of a framework for analysing the different ways employees support organisational functioning.

Organ (1988) subsequently provided a comprehensive conceptual treatment of OCB. The five-dimensional framework remains influential because it distinguishes between helping colleagues, responsible conduct, interpersonal consideration, constructive tolerance, and organisational participation.

Podsakoff et al. (2000) reviewed the growing OCB literature and identified conceptual similarities and differences among related forms of citizenship behaviour. Their analysis emphasised the need for clear definitions and careful consideration of how OCB is measured.

LePine et al. (2002), through a meta-analytic review, examined the dimensionality and antecedents of OCB. Their work is important because the different dimensions may overlap conceptually and share common predictors. Therefore, researchers should not assume that each dimension is entirely independent of the others.

2.2 Altruism and Helping Behaviour

Altruism concerns voluntary assistance directed towards other individuals in the workplace. Smith et al. (1983) distinguished helping-oriented citizenship behaviour from more general organisational compliance. In public transport, helping behaviour may be relevant when employees voluntarily assist colleagues in resolving work-related problems or exchanging information that supports coordinated operations.

However, the relevance of altruism depends on role requirements. If a driver is formally required to report an incident or a station employee is required to assist passengers, completing that task is part of the employee's formal

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responsibilities. OCB is more appropriately considered when the behaviour extends beyond the employee's established role and remains genuinely discretionary.

Organisational conditions may influence helping behaviour. Trust, supportive leadership, and positive workplace relationships can create circumstances in which employees are more willing to assist others. Nevertheless, research is needed to determine whether these relationships operate in the same way across different public transport occupations.

2.3 Conscientiousness and Responsible Conduct

Conscientiousness, as an OCB dimension, refers to conduct that exceeds minimum organisational expectations. It should be distinguished from conscientiousness as a personality trait, even though the two concepts may be related.

In public transport, responsible conduct is particularly important because operational work often involves safety, time-sensitive coordination, and compliance with established procedures. However, formal safety compliance should not automatically be classified as discretionary citizenship behaviour. The OCB dimension concerns additional responsible conduct beyond the minimum prescribed standard.

Podsakoff et al. (2000) discussed conscientiousness as one of the principal dimensions of OCB. Its relevance to public transport lies in the possibility that employees may voluntarily undertake additional preparation, provide constructive information, or contribute to operational improvements beyond what their assigned roles require.

2.4 Courtesy and Workplace Coordination

Courtesy involves actions that prevent problems for colleagues and support effective interpersonal coordination. In organisations with interdependent tasks, communication failures can create confusion, delays, and unnecessary conflict.

Public transport employees frequently depend on timely communication among operational units. Advance notification of work-related difficulties, respectful consultation, and the sharing of relevant information may support coordination. These actions can be examined as OCB when they are discretionary rather than mandatory components of the employee's role.

Courtesy is related to, but distinct from, general politeness. Its defining characteristic is the intention to prevent work-related problems or difficulties for others. Consequently, research examining courtesy among transport employees should consider both interpersonal relationships and the interdependence of operational tasks.

2.5 Sportsmanship and Workplace Challenges

Sportsmanship refers to an employee's willingness to respond constructively to unavoidable inconveniences and difficulties without engaging in disproportionate complaints or unnecessary conflict.

Public transport employees may encounter disruptions, changing schedules, demanding passenger interactions, and operational constraints. Constructive communication and cooperation may help organisations respond to these situations. However, sportsmanship should not be interpreted as discouraging legitimate complaints about unsafe working conditions, inadequate staffing, harassment, or unfair treatment.

The distinction is important because organisations must protect employee welfare while encouraging constructive behaviour. An excessively broad interpretation of sportsmanship could discourage employees from reporting problems that require managerial attention.

2.6 Civic Virtue and Organisational Participation

Civic virtue refers to responsible participation in organisational affairs. It includes an employee's voluntary interest in organisational developments and willingness to contribute constructive suggestions.

In public transport organisations, civic virtue may involve participating in improvement initiatives, offering suggestions about coordination, or voluntarily contributing to discussions about service quality and organisational effectiveness. Such behaviour may support organisational learning, although its effects depend on whether management provides channels through which employee contributions can be considered.

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Civic virtue is especially relevant to organisations with complex operational structures because frontline employees may possess practical knowledge of recurring service problems. Their voluntary contributions may help identify issues that are not always visible to senior management.

2.7 OCB in the Public Sector

De Geus et al. (2020) conducted a systematic review of OCB research in the public sector. Their review highlighted the importance of examining public-sector characteristics, including public leadership, bureaucratic procedures, public service motivation, and the outcomes of citizenship behaviour.

Ingrams (2020) compared OCB in public and private sectors and examined the relationship between public service motivation and citizenship behaviour. The study contributes to understanding whether public-sector employment characteristics are associated with employee contributions beyond formal duties.

These studies indicate that OCB should not be analysed solely through general organisational theories. Public-sector values, accountability requirements, administrative structures, and public service objectives may influence how citizenship behaviour is expressed.

2.8 OCB in Public Transport Organisations

Yeo et al. (2018) examined the relationship between organisational publicness, government control, and OCB in public subway companies in South Korea and Japan. Their findings indicated that publicness was associated with OCB and that government control played a role in the relationship. The study considered several citizenship dimensions and provides direct evidence that the institutional context of public transport deserves specific attention.

Research on Delhi Metro Rail Corporation has examined organisational commitment, employee engagement, and OCB. The study, based on primary data from permanent employees, reported that employee engagement mediated the relationship between organisational commitment and OCB (Why employee engagement matters?, 2021). Although the present paper does not collect primary data, this published research provides relevant secondary evidence for understanding Indian public transport organisations.

These studies suggest that employee citizenship behaviour may be associated with institutional arrangements and employee attitudes. Nevertheless, the available evidence does not establish that every dimension of OCB has the same level of importance across transport organisations or employee groups.

2.9 Organisational Support, Justice, and Employee Well-Being

Eisenberger et al. (1986) developed the concept of perceived organisational support, referring to employees' beliefs concerning the extent to which an organisation values their contributions and cares about their well-being. This concept provides a useful theoretical basis for examining why employees may voluntarily contribute beyond their formal duties.

Cropanzano and Mitchell (2005) reviewed social exchange theory and its applications to workplace relationships. Social exchange theory suggests that supportive and fair treatment may encourage reciprocal positive behaviour, although the relationship depends on context and individual interpretation.

Organisational justice is another relevant factor. Zayed et al. (2020) examined relationships between organisational justice and OCB dimensions among employees in public ministries in Kuwait. Their study highlights the relevance of fairness in understanding different forms of citizenship behaviour in public organisations.

Employee well-being must also be considered. Bolino and Turnley (2003) examined the relationship between citizenship pressure and work-family conflict. Their research illustrates why organisations should distinguish voluntary citizenship behaviour from pressure to perform additional tasks. This issue is particularly relevant in public transport, where shift schedules and operational demands may already place considerable demands on employees.

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2.10 Research Gap

The reviewed literature establishes a strong conceptual foundation for OCB and identifies relevant relationships with organisational support, justice, employee engagement, leadership, and public-sector characteristics. However, the evidence directly concerning public transport employees is more limited than the broader OCB literature.

Further research is needed to distinguish among occupational groups, identify how the five dimensions are expressed in different transport settings, and determine whether organisational factors influence each dimension differently. The consequences of OCB for employee well-being also require attention.

The present study addresses this gap through a qualitative comparative synthesis of existing literature, focusing on the conceptual relevance of OCB to public transport employees and identifying directions for future research.

III. METHODOLOGY

3.1 Research Design

The study adopts a qualitative secondary-research design using a literature review and comparative analysis. The research examines existing academic publications and documented findings concerning organisational citizenship behaviour, public-sector organisations, and public transport employees.

No primary data were collected. The study does not include employee surveys, interviews, focus groups, observations, or experimental procedures. It relies exclusively on published and publicly available secondary sources.

A qualitative approach is appropriate because the research objectives concern conceptual clarification, comparison of existing findings, and identification of recurring themes rather than the statistical measurement of OCB among a newly recruited sample of employees.

3.2 Sources of Data

The secondary sources considered include peer-reviewed journal articles, theoretical publications, meta-analyses, systematic literature reviews, and published studies involving public organisations and public transport systems.

The literature includes foundational contributions by Bateman and Organ (1983), Smith et al. (1983), and Organ (1988), together with later reviews by Podsakoff et al. (2000), LePine et al. (2002), and de Geus et al. (2020).

Specific attention is given to research examining public subway companies in South Korea and Japan and published research concerning employee engagement and OCB at Delhi Metro Rail Corporation. These sources provide sector-specific perspectives alongside broader organisational research.

Relevant materials can be identified through academic databases and scholarly search services, including Google Scholar, Scopus, Web of Science, and publisher platforms. The present manuscript uses a purposive selection of relevant publications rather than claiming a complete systematic search of all available databases.

3.3 Inclusion and Exclusion Criteria

Sources were considered relevant when they addressed at least one of the following topics:

1. The conceptual definition and dimensions of OCB.
2. Antecedents and outcomes of citizenship behaviour.
3. OCB in public-sector organisations.
4. OCB or related employee attitudes in public transport organisations.
5. Organisational support, justice, leadership, commitment, engagement, or employee well-being in relation to citizenship behaviour.

Foundational studies were included because they establish the principal dimensions and theoretical background of OCB. Later publications were used to examine developments in public-sector research and transport-related applications.

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Sources without clear relevance to the research questions were not treated as central evidence. The study does not claim to have identified every available publication or to have conducted a formal screening process equivalent to a systematic review following a registered protocol.

3.4 Analytical Framework

The literature was organised according to the five principal OCB dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue.

A second analytical category covered factors associated with OCB, including leadership, organisational commitment, employee engagement, perceived organisational support, organisational justice, public service motivation, and workplace conditions.

A third category examined the implications of OCB for public transport management, including cooperation, operational coordination, organisational participation, employee well-being, and the distinction between discretionary behaviour and formal job responsibilities.

3.5 Comparative Analysis Procedure

The analysis involved identifying the principal contribution of each selected source, grouping findings according to the analytical categories, and comparing evidence from general organisational research with findings from public-sector and public transport studies.

Recurring concepts were synthesised qualitatively. Where studies differed in setting, method, or focus, their findings were interpreted within the limitations of those differences rather than treated as directly equivalent.

No pooled effect sizes, numerical prevalence estimates, or newly calculated statistical associations were generated. The results represent a qualitative synthesis of published findings.

3.6 Ethical Considerations and Limitations

Because the study uses published secondary material and does not involve collecting information from human participants, it does not report any new participant data. Appropriate academic attribution is provided through author–date citations and references.

The principal limitations are the purposive nature of the literature selection, variation in research methods across sources, and the relatively limited amount of transport-specific evidence compared with the general OCB literature. The study therefore identifies patterns and research implications but cannot establish causal relationships or determine the actual level of OCB among public transport employees.

IV. RESULT ANALYSIS

4.1 Overview of the Comparative Synthesis

The literature synthesis indicates that OCB is a multidimensional concept whose relevance to public transport depends on employee roles, workplace conditions, organisational practices, and the public-service context.

The five dimensions provide complementary perspectives. Altruism focuses on helping colleagues; conscientiousness concerns responsible conduct beyond minimum expectations; courtesy concerns preventing work-related difficulties; sportsmanship concerns constructive responses to inconvenience; and civic virtue concerns participation in organisational affairs.

These dimensions overlap in some situations but should not be treated as identical. For example, voluntarily helping a colleague is conceptually different from suggesting a policy improvement, even though both behaviours may contribute to organisational effectiveness.

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Table 1: Principal Dimensions of Organisational Citizenship Behaviour in Public Transport

Dimension	Meaning	Illustrative public transport context	Potential organisational relevance
Altruism	Voluntary assistance to colleagues	Helping a colleague resolve an unexpected work-related difficulty	Cooperation and peer support
Conscientiousness	Responsible conduct beyond minimum requirements	Voluntarily undertaking additional preparation or careful follow-up	Reliability and responsible work practices
Courtesy	Preventing problems for others	Giving advance notice of a work-related issue that may affect another employee	Coordination and prevention of misunderstandings
Sportsmanship	Constructive responses to unavoidable difficulties	Responding constructively to a temporary operational inconvenience	Workplace relationships and constructive problem-solving
Civic virtue	Voluntary participation in organisational affairs	Contributing suggestions to an improvement initiative	Organisational learning and participation

Note. The examples are conceptual illustrations derived from the OCB framework. They are not observations collected from public transport employees in the present study. Mandatory duties should not be classified as OCB merely because they benefit the organisation.

4.2 Altruism and Cooperation

The literature identifies helping behaviour as a central component of OCB. Smith et al. (1983) distinguished helping-oriented behaviour from general organisational compliance, while Podsakoff et al. (2000) reviewed evidence concerning the contribution of citizenship behaviours to organisational functioning.

For public transport organisations, altruism is conceptually relevant because employees frequently work in interdependent roles. A colleague's ability to complete a task may depend on information, coordination, or assistance from another employee. Voluntary support may therefore contribute to cooperation.

However, the reviewed evidence does not justify claiming that altruism is the strongest OCB dimension among public transport employees. Determining the relative prevalence of altruism would require comparable transport-specific measurements, which are not generated by this secondary study.

4.3 Conscientiousness and Operational Responsibility

Conscientiousness is relevant to organisations that depend on reliability and established procedures. Public transport systems require employees to follow safety rules, maintain operational discipline, and perform assigned duties responsibly.

Nevertheless, the analysis highlights an important conceptual distinction. Compliance with mandatory safety rules is a formal job requirement, not automatically OCB. The discretionary dimension concerns responsible behaviour that exceeds the minimum established expectations without compromising safety or employee welfare.

This distinction is important for transport management because OCB should complement formal performance standards rather than replace them. Organisations must not rely on voluntary employee contributions to compensate for inadequate staffing, insufficient training, or poorly designed procedures.

4.4 Courtesy and Interdepartmental Coordination

Courtesy is particularly relevant to workplaces in which tasks depend on information exchange. Public transport organisations contain multiple units that must coordinate to maintain service continuity.

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The literature suggests that courtesy may be understood through voluntary communication, consideration for colleagues, and efforts to prevent avoidable work-related problems. Such behaviour may support coordination when employees work across shifts or departments.

However, the available sources do not provide sufficient comparable evidence to quantify the effect of courtesy on transport reliability, passenger satisfaction, or service punctuality. These outcomes remain important questions for future empirical investigation.

4.5 Sportsmanship and Workplace Conditions

Sportsmanship concerns constructive responses to difficulties and inconvenience. Public transport operations may involve disruptions, changing schedules, and demanding work environments. The concept is therefore relevant to understanding how employees respond to unavoidable organisational challenges.

Nevertheless, the analysis indicates that sportsmanship must be interpreted carefully. Employees should retain the right to report safety concerns, inadequate working conditions, discrimination, and unfair treatment. Responsible organisational citizenship should not be used to silence legitimate complaints.

The potential value of sportsmanship depends on the existence of fair organisational practices and effective complaint mechanisms. Constructive responses to temporary inconvenience are not equivalent to accepting persistent organisational failures.

4.6 Civic Virtue and Employee Participation

Civic virtue concerns employees' voluntary involvement in organisational affairs. The literature suggests that citizenship behaviour may include constructive participation, attention to organisational developments, and contributions to organisational improvement (Organ, 1988; Podsakoff et al., 2000).

In public transport, employees may possess practical knowledge about recurring operational difficulties and opportunities for service improvement. Mechanisms that allow employees to share suggestions may support organisational learning.

However, employee participation is unlikely to be meaningful if suggestions are routinely ignored or if employees fear negative consequences for raising concerns. Civic virtue should therefore be considered alongside leadership openness, communication channels, and organisational justice.

4.7 Organisational Factors Associated With OCB

The literature identifies several factors relevant to understanding citizenship behaviour.

First, organisational commitment and employee engagement are associated with OCB in published research concerning Delhi Metro Rail Corporation. The reported findings indicate that employee engagement helps explain the relationship between organisational commitment and OCB (Why employee engagement matters?, 2021).

Second, Yeo et al. (2018) found relationships among organisational publicness, government control, and citizenship behaviour in public subway companies in South Korea and Japan. This suggests that the institutional characteristics of public transport organisations should be considered rather than assuming that evidence from private firms transfers unchanged.

Third, organisational support and justice provide relevant theoretical explanations for voluntary contribution. Eisenberger et al. (1986) developed the perceived organisational support framework, while Zayed et al. (2020) examined organisational justice in relation to OCB dimensions in public ministries.

Fourth, the literature on citizenship pressure indicates that voluntary contributions can have costs when employees feel compelled to perform additional activities (Bolino & Turnley, 2003). This is particularly relevant to transport organisations, where shift work and operational demands may affect employee well-being.

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4.8 Comparative Summary of the Literature

Table 2: Comparison of Major Research Contributions

Research source	Context or contribution	Relevance to the present study
Smith et al. (1983)	Foundational study of citizenship behaviour	Supports the distinction between helping and compliance
Organ (1988)	Conceptual framework of OCB	Establishes the five principal dimensions
Podsakoff et al. (2000)	Critical review of OCB literature	Explains dimensions, antecedents, and consequences
LePine et al. (2002)	Meta-analysis of OCB dimensions and antecedents	Highlights shared and distinct aspects of OCB
De Geus et al. (2020)	Systematic review of public-sector OCB	Establishes the importance of public-sector context
Yeo et al. (2018)	Public subway companies in South Korea and Japan	Provides direct public transport-related evidence
Delhi Metro Rail Corporation study (2021)	Organisational commitment, engagement, and OCB	Provides an Indian transport-sector perspective
Bolino and Turnley (2003)	Citizenship pressure and work-family conflict	Highlights the potential costs of excessive expectations

Note. The table summarises the principal relevance of each source rather than ranking study quality or reporting a pooled estimate of effects.

4.9 Overall Interpretation

The comparative analysis indicates that the five OCB dimensions offer a useful framework for examining voluntary employee contributions in public transport. However, the literature does not establish a universal ranking of these dimensions or a single causal explanation for their occurrence.

The strongest conclusion supported by the synthesis is that OCB should be examined as a multidimensional, context-dependent phenomenon. Its development and potential consequences are influenced by employee attitudes, organisational practices, public-sector characteristics, and the distinction between voluntary contributions and formal job requirements.

V. FINDINGS

The findings presented below are derived from the qualitative synthesis of existing literature. They should not be interpreted as measurements of OCB prevalence or as new empirical findings from public transport employees.

5.1 OCB Is a Multidimensional Construct

The first finding is that organisational citizenship behaviour cannot be adequately represented by a single type of employee action. Altruism, conscientiousness, courtesy, sportsmanship, and civic virtue capture different forms of voluntary contribution.

This distinction is important for public transport organisations because helping colleagues, communicating operational information, responding constructively to difficulties, and participating in improvement initiatives may require different organisational conditions.

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5.2 Public Transport Provides a Relevant Context for Studying OCB

The second finding is that public transport organisations provide a meaningful context for OCB research because their operations depend on coordination, public accountability, and cooperation among employees performing different functions.

The existence of research examining public subway companies in South Korea and Japan demonstrates that OCB has been investigated directly in transport-related public organisations (Yeo et al., 2018). Published research concerning Delhi Metro Rail Corporation further establishes the relevance of organisational commitment and employee engagement to OCB in the Indian transport context.

However, evidence from particular transport organisations should not be generalised automatically to all bus, metro, rail, or regional transport services.

5.3 Employee Attitudes and Organisational Practices Are Relevant

The third finding is that employee engagement, organisational commitment, perceived organisational support, organisational justice, and leadership are important areas for explaining OCB.

The literature suggests that employees' willingness to contribute beyond formal requirements may be influenced by their perceptions of the organisation and their relationships with management. Nevertheless, the strength and direction of these relationships may differ according to the organisational setting and research design.

5.4 The Five Dimensions May Require Different Management Approaches

The fourth finding is that the five dimensions should not be encouraged through a single undifferentiated intervention.

Helping behaviour may benefit from cooperative working relationships. Conscientiousness may be supported by clear procedures and fair expectations. Courtesy may require effective communication across departments. Sportsmanship depends partly on constructive workplace relationships and the availability of legitimate complaint mechanisms. Civic virtue may require opportunities for employees to participate in organisational improvement.

These implications are conceptually supported by the OCB literature but require transport-specific empirical testing.

5.5 Public-Sector Characteristics Matter

The fifth finding is that public transport organisations should be studied within their institutional context. Public accountability, government control, administrative procedures, and public-service objectives may influence employee behaviour.

Research by Yeo et al. (2018) directly supports the relevance of organisational publicness and government control in public subway companies. De Geus et al. (2020) similarly emphasised the need to account for public-sector characteristics in OCB research.

5.6 OCB Should Not Replace Formal Responsibilities

The sixth finding is that voluntary citizenship behaviour must remain distinct from mandatory job performance. Public transport organisations must maintain clear expectations for safety, operational compliance, passenger service, and other formal responsibilities.

Treating required work as voluntary citizenship may distort performance assessments and create pressure for employees to perform additional tasks without appropriate resources or recognition.

5.7 Employee Well-Being Must Be Considered

The seventh finding is that encouraging OCB without considering workload and well-being may have unintended consequences. Bolino and Turnley (2003) demonstrated the relevance of citizenship pressure to work-family conflict.

Therefore, managers should avoid treating voluntary extra-role behaviour as an unlimited resource. OCB initiatives should be supported by reasonable workloads, adequate staffing, fair recognition, and respect for employees' rights.

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5.8 A Need Exists for More Transport-Specific Research

The final finding is that additional research is needed to understand how OCB varies among drivers, conductors, station personnel, maintenance workers, operational controllers, and administrative employees.

Future studies should also examine the relationships between specific OCB dimensions and outcomes such as employee cooperation, perceived service quality, operational coordination, and well-being. Such research would help distinguish conceptual expectations from empirically demonstrated relationships.

VI. DISCUSSION

The present study examined the dimensions of organisational citizenship behaviour among public transport employees through a qualitative review and comparative analysis of secondary sources. The findings support the relevance of the established five-dimensional OCB framework while highlighting the importance of organisational context.

The first major implication is conceptual. Public transport employee behaviour should be examined using clearly defined dimensions rather than treating all positive workplace conduct as OCB. This distinction is essential because mandatory safety compliance, formal passenger assistance, and assigned operational duties are not automatically voluntary citizenship behaviours.

The second implication concerns organisational management. OCB may be associated with employee engagement, organisational commitment, perceived support, justice, and leadership. These relationships suggest that citizenship behaviour should not be promoted solely through instructions to employees to demonstrate greater commitment. Organisations must also consider whether their management practices provide the conditions for voluntary cooperation.

The published research concerning Delhi Metro Rail Corporation is relevant in this regard because it examines employee engagement in the relationship between organisational commitment and OCB. Similarly, the comparative study of public subway organisations in South Korea and Japan highlights the relevance of publicness and government control (Yeo et al., 2018). Together, these sources suggest that individual attitudes and institutional characteristics should be examined jointly.

The third implication concerns the five dimensions themselves. Managers should not assume that the same intervention will influence altruism, conscientiousness, courtesy, sportsmanship, and civic virtue equally. Cooperative team practices may support helping behaviour, while employee participation mechanisms may be more directly relevant to civic virtue. Clear communication procedures may support courtesy, and fair management practices may influence how employees respond to workplace difficulties.

The fourth implication concerns employee well-being. OCB is generally conceptualised as discretionary behaviour, but organisational expectations can make voluntary contributions feel compulsory. Bolino and Turnley (2003) demonstrated the relevance of citizenship pressure to work-family conflict. Public transport organisations should therefore encourage constructive contributions without creating an expectation that employees must continually work beyond their assigned responsibilities.

A further consideration is the measurement of OCB. Researchers should use established measures where appropriate, clearly define the dimensions being examined, and adapt examples to the transport context without changing the underlying construct. They should also distinguish employees' self-reported behaviour from supervisors' assessments and objective organisational outcomes.

The present study has several limitations. It uses purposively selected secondary literature rather than an exhaustive systematic search with a documented screening process. The included studies differ in context, measurement, and methodology. Moreover, direct evidence from public transport organisations is more limited than the general OCB literature. Therefore, the study cannot determine the actual prevalence of each dimension among public transport employees or establish causal relationships between OCB and operational performance.

Future research could address these limitations through systematic reviews and empirical studies involving different transport organisations. Comparative research could examine whether the dimensions vary by occupation, shift pattern,

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organisational structure, and management practices. Longitudinal studies could explore whether changes in leadership, engagement, or organisational justice precede changes in OCB.

The broader conclusion is that OCB should be understood as a combination of voluntary employee contribution and organisational context. Public transport organisations may benefit from encouraging cooperation, responsible conduct, respectful communication, constructive problem-solving, and participation in improvement initiatives. However, these behaviours should be supported by fair working conditions and clear boundaries between voluntary contributions and formal responsibilities.

VII. CONCLUSION

Organisational citizenship behaviour is an important concept for understanding employee contributions beyond formal job requirements. This study examined its principal dimensions among public transport employees through a qualitative review and comparative analysis of secondary literature.

The study focused on altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. These dimensions represent different forms of voluntary contribution, ranging from helping colleagues and communicating proactively to responding constructively to workplace difficulties and participating in organisational improvement.

The review indicates that public transport provides a relevant context for examining OCB because transport services depend on coordination among employees, continuity of operations, public accountability, and cooperation across organisational units. Research on public subway companies in South Korea and Japan provides direct evidence of the relevance of OCB in transport-related public organisations. Published research concerning Delhi Metro Rail Corporation also highlights the relationship between organisational commitment, employee engagement, and citizenship behaviour.

The literature further suggests that OCB should be examined in relation to organisational support, justice, leadership, employee attitudes, and public-sector characteristics. These factors provide useful perspectives for understanding why employees may voluntarily contribute beyond minimum formal requirements. Nevertheless, their effects should not be assumed to be identical across all transport organisations or occupational groups.

An important conclusion is that OCB should not be confused with mandatory performance. Employees must comply with established safety procedures and formal operational responsibilities regardless of whether they demonstrate additional citizenship behaviour. Organisations should not depend on voluntary contributions to compensate for inadequate staffing, insufficient resources, or weaknesses in management practices.

The study also highlights the importance of employee well-being. Although OCB may support cooperation and organisational functioning, excessive pressure to perform additional tasks can create undesirable consequences. Managers should therefore encourage voluntary contributions while maintaining reasonable workloads, fair treatment, and appropriate recognition.

From a practical perspective, public transport organisations may benefit from promoting supportive leadership, transparent communication, constructive employee participation, fair organisational procedures, and opportunities for collaboration. Such practices may provide a supportive environment for OCB, although their effectiveness should be evaluated in the specific organisational setting.

The study has several limitations. It relies on selected published sources, does not collect primary data, and does not estimate the prevalence or relative importance of individual OCB dimensions among transport employees. The findings should therefore be interpreted as a qualitative synthesis rather than a statistical assessment of public transport organisations.

Future research should investigate the five dimensions across different occupational groups and transport systems. It should also examine the relationship between OCB, employee well-being, operational coordination, perceived service quality, and organisational performance. Systematic reviews and longitudinal or comparative empirical studies could strengthen understanding of how citizenship behaviour develops and how organisations can support it responsibly.

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In conclusion, the five dimensions of organisational citizenship behaviour provide a useful framework for studying public transport employees. The literature suggests that voluntary cooperation and organisational participation may be relevant to effective public service delivery, but these behaviours must be understood within the context of formal responsibilities, management practices, and employee welfare. A balanced approach that encourages discretionary contributions while protecting employee rights offers a sound basis for future research and responsible public transport management.

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