

# Organisational Citizenship Behaviour – A Literature Review

**Renu Jahagirdar**

Research Student MIT World Peace University , Pune Maharashtra (India)

**Dr. Swati Bankar**

Assistant Professor MIT World Peace University, Pune Maharashtra (India)

**Abstract :** Present business organisations have to continuously take efforts to improve the competencies so as to become more valuable and effective. Traditional hierarchial structure is implicitly replaced by team oriented system. Employees willing to put additional efforts beyond their formal job descriptions are preferred by organisations. Such willingness is identified as an extra role behaviour formally defined as Organisational citizenship behaviour. This research seeks to explore the nature, dimensions, antecedents and constructs of OCB. Dennis Organ suggested five dimensions of OCB which were Altruism, Conscientiousness, Civic Virtue, Sportsmanship and Courtesy.

**Keywords:** Organizational Citizenship Behaviour, Extra role behaviour, Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue , discretionary, antecedents.

## INTRODUCTION

Organisations expect every employee to exhibit certain behaviours in their job tenure. Such expected behaviours are as per the job role of an employee. However an employee when exhibits a voluntary initiative is said to be discretionary . This voluntary behaviour is called as Organisational Citizenship Behaviour . It is a extra role behaviour. OCBs are beyond job description . (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter,1990; Smith et al., 1983) in the US proposed and identified the concept . OCB is proved to be functional to the overall operations of an organisation though not formally suggested (Smith, Organ, & Near, 1983). Such discretionary behaviours assure sustainability and prosperity. Researchers have thus being keen to understand the nature and sources of OCB . Studies have shown that OCB contributes in enhancing productivity, better resource utilisation, group co-ordination and effective performance. It develops the employee's ability to adapt to the environmental changes. Dennis Organ mentioned citizenship behavioural traits as "good soldier syndrome" which refrains employees from actions which are not desirable while working in a formal setting. Such actions could be tendency to complain, arguing or finding fault with co workers. In turn encourages punctuality, tendency to help others, innovations and volunteering. Citizenship behaviours are voluntary gestures shown by employees. Such voluntary gestures are seen out of some intrinsic motivation coupled with sense of achievement, competence, belonging or affiliation. Supervisors tend to consider these type of behaviours directly or indirectly through preferential treatment, performance ratings, promotions, etc.

## EVOLUTION OF OCB

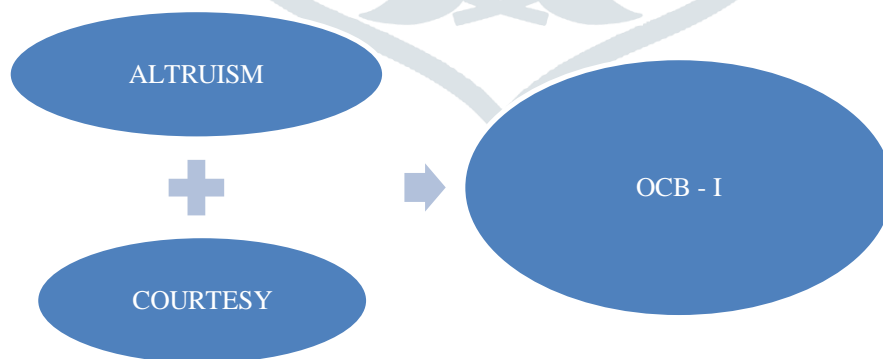
OCB is considered as a principle construct in the studies of organisational behaviour. Authors like Bateman & Organ, (1983); Smith, Organ & Near (1983); Organ (1988); Bolino, Turnley & Bloodgood (2002); Niehoff & Moorman (1993); Organ & Ryan (1995); LePine, Erez & Johnson (2002); Podsakoff, MacKenzie, Paine & Bachrach (2000); Bergeron ( 2007) contributed substantially to the literature of citizenship behaviours. Yen & Niehoff (2004) describe Citizenship behaviours as actions wherein employees voluntarily go beyond their suggested role requirements. Muchinsky (2007) quotes that when employees devote more efforts than their assigned duties, they are said to be contributing towards the prosperity of their organisation. As per Chien, (2003, July) Chien, (2011) employees play an important role for the growth of the company because the potentiality and capability of an employee is related to the retention power of organization. To motivate the employees, it is essential for the organization to encourage citizenship behaviours thereby focusing on the individual and organizational performance. Managers need to possess a skill of identifying factors facilitating OCB as these behaviours cant be imitated. They are a source of competitive advantage. Improved organisational performance too is an important outcome of such behaviours Farrell & Oczkowski (2012). Voluntary actions and mutual help irrespective of any reward is a very 2 old human conduct which is now termed as OCB Mahnaz, Mehdi & Abbolghasem, (2013) Sridhar& Thiruvenkadam,(2014) suggest that for achieving successful organisation goals, it is essential for the manager and authority to identify the need of the employee so that they will be able to do more and provide performance which is totally beyond the expectation.

### FIVE DIMENSIONS OF OCB

It is difficult to differentiate between “formal job role” and “extra role” performance (Castro, Armario, and Ruiz (2004) There exists a thin line of difference between both. The five dimensions given by Organ (1988) provide a better perspective of the concept.

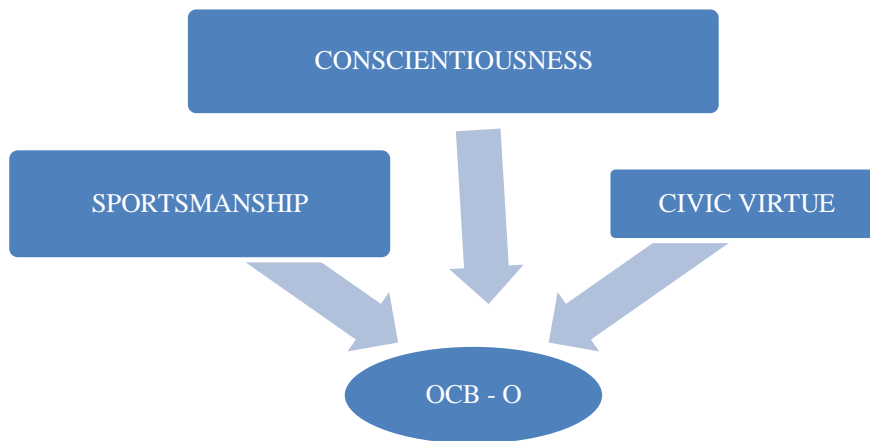
1. **Altruism** : indicates the helping behaviour shown by an employee towards another co worker in the organisation. Smith Organ, and Near (1983) define Altruism as voluntary behaviours where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances . Podsakoff et al. (2000) analysed that altruistic behaviours are mainly related to evaluation of performances leading to positive outcomes.
2. **Conscientiousness** depicts a tendency which extends beyond the minimum role and task expectations in the interest of the organisation. Employees with high conscientiousness require less supervision (Podsakoff and MacKenzie, 1997: 133-151). Employees possessing these traits are organized, self - disciplined, accountable and hardworking. Male employees seem to have higher conscientiousness level than female employees as a result of higher preference of equity over equality.
3. **Sportsmanship** means tolerating the inconveniences which occur inevitably without complaining. Employees with this trait refrain from complaining, appealing or protesting against the inconvenience. Mainly because they interpret it as temporary. Sportsmanship helps to sustain the organisational strength for accomplishing any task thereby reducing managerial stress (Organ and Ryan, 1995: 775-802; Organ, 1990:43-72). This dimension enhances morale of the employees and reduces employee turnover.
4. **Courtesy** refers to all such behaviours which help in preventing interpersonal problems. Such interpersonal problems arise as a result of not giving prior notice of work to a co worker or not consulting the concerned members prior taking an action. Courteous employees prevent crisis situations. Courtesy is a motivation given by one employee to another employee while they are demoralised or seek some assistance on professional front.
5. **Civic Virtue** is the way a person represents his organisation outside his official scope of job. Employee in this case thinks about the well being issues even though it is not a part of the formal job role (Podsakoff et al, 1990, 1(2): 107-142). Employees who possess these traits willingly participate in organisational events, observe environmental factors posing threats for the organisation also upcoming opportunities. Employees support the organisation in administrative function. (Graham 1991) stated that employees must have an intrinsic sense of becoming a good citizen of the organisation. (Walz & Niehoff, 1996) mention civic virtue as a trait enhancing the level of performance of employees and also minimise customer complaints.

Citizenship Behaviours are identified at individual as well as organisational level (Williams and Anderson,1991: 601-617) Citizenship behaviours from individual perspective generates compatibility, tolerance and team spirit. Citizenship behaviours at individual level contribute indirectly towards improving organisational effectiveness.



#### 1.1 Factors affecting Citizenship behaviours at Individual level.

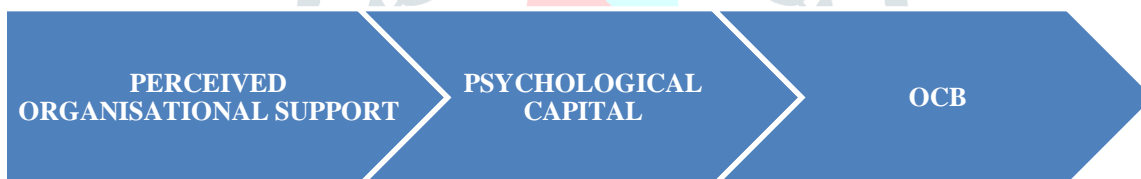
Citizenship behaviours from organisational perspective benefits the organisation in adhering to informal rules so as to maintain order.



### 1.2 Factors affecting Citizenship behaviours at Organisational level.

Antecedents of OCB Research in the early stages concentrated on employee attitudes, dispositions and leader supportiveness. Further the studies progressed thereby identifying more antecedents such as job satisfaction, perceived organisational justice, organisational commitment, personality traits and task characteristics. **Job Satisfaction** was found to be the most intuitive antecedent. Organ and Ryan (1995) observed a modest relationship between Job satisfaction and OCB. Smith (1983) and Bateman and Organ (1983) inferred job satisfaction as the best predictor of citizenship behaviour in their research on antecedents of OCB. (Organ and Ryan, 1995) confirm Job satisfaction being a leading predictor of citizenship behaviours since last seventeen years. According to Mitchell and Lasan (1987) Job satisfaction is an emotional response to a situation arising in a job. As such it cannot be seen, it can only be concluded. - It is often a co relation between outcome and expectations. -Job satisfaction represents attitudes such as work content, financial pay, promotion opportunities, supervision and coworkers. (Mohamed\*, 2016) empirically justify Job satisfaction as a highly rated element of job attitude. Job satisfaction can be intrinsic as well as extrinsic. Demographic factors such as age, education, gender are seen to influence employee satisfaction and their citizenship behaviours Wannee Saepung, Sukimo, Sununta Siengthai (2011). As suggested by Rane, (2011), Saradha, & Patrick, (2011), a positive work culture is generated by identifying and ensuring the participation of employees and improving the worker's skills and potentiality and assessment of job satisfaction level in the form of non monetary and monetary benefits also the ways by which organization will be able to retain their employees. Flexible working schedule, Sharing the mission and vision of the company, career development opportunities and building a corporate culture also help the employees to attract the job description effective way. Moorman (1993) argued that the type of job satisfaction measure effect the job satisfaction-OCB relationship. Job satisfaction measures may differ in the dominance of affective component or cognitive component. Affective satisfaction comes from good mood or positive feelings evoked by the job. The cognitive satisfaction is drawn from the rational appraisal of the job settings. The cognitive component is the positive appraisal of job conditions, opportunities and outcomes rather than positive feelings or emotional judgments. **Demographic Characteristics** play a vital role in determining the level of OCB in organisations. Multiple factors such as age, gender, educational qualification, marital status etc make an impact. Mahnaz, Mehdi & Abbolghasem, (2013) establish a relation between citizenship behavioural traits and demographic characteristics. Female employees show more responsible behaviour than their male counterparts. But absence of justice while dealing with male and female employees leads to demonstration low citizenship behaviours in women employees. Academic qualification doesn't show a confirm proof of display of OCB. Studies show that generally employees using more technology may display higher ocb traits, but it again varies depending upon other factors like perceived role, designation etc. research further shows that academic qualification would not display all OCB traits. Age plays an important role. With increasing age, higher OCB traits are generally displayed. Stability in the job role is one of the reasons behind it. Other indicators of citizenship behaviour are salaries, job position or even number of years of service. These factors are directly proportional to citizenship behaviours. **Organisational Commitment** is psychological bond which employees develop while working for an organisation. This effects on retention. In order to retain the employees Hasani, K., Boroujerdi, S. S., & Sheikhesmaeili, S. (2013) suggest that psychological characteristics of employees directly and indirectly affect the organizational culture. They further suggest the three component model which includes affective commitment, continuous commitment, and normative commitment to be used to create loyalty and trust between organization employee so that employee will be able to work harder as per their potential level. (Rabindra kumar Pradhan) suggest that **Work-Life Balance** too is an indicator of Citizenship Behaviour. Citizenship behaviour improves the social exchange between employees. Organisations having worklife balance programmes produce higher discretionary behaviours from its employees and correspondingly higher levels of organisational commitment. As stated by (Michelle Mey, 18 sept 2014) there is strong influence of perceptions of **Organizational trust and fairness** on employee citizenship. Fair and equitable perception about the organisation demonstrates high level of trust amongst employees. Significance of organisational structure is emphasised in the study conducted by (KAUR, Vol. 2 No. 6; April 2011) **Organizational**

**structures** influence the development and innovation. Informal organizational structures are flexible hence facilitate innovations. Informal structures are a subset of organisational culture which also promotes OCB. (Zeyada, March 2018,) recommend a culture of openness so as to gain competitive advantage for an organisation. Leader behaviours also are an important predictor of OCB. leader fairness are correlated with OCB (Farh, Podsakoff, & Organ, 1990) Transformational leadership focus on shaping the vision of the employees thereby providing group goals. Contingent and non contingent behaviors have significant relationships with Organ's dimensions of OCB. Such behaviours depict a transactional leadership style. Podsakoff et al. (2000) observed a positive relation between Social and economical leader-member exchange with citizenship behaviours. The outcome of this exchange was altruistic behaviours of the employees. (Konovsky & Organ, 1996; Schnake, 1991) emphasise **Fairness perception** as a strong indicator of citizenship behaviours. Study reveals that with fair procedures and policies, management gains trust of the employees. Organisational justice theory states that ocb depends on how balanced the gains and losses are which in turn elevate or decrease the unfairness (Wang Guangling, 2011) **Perceived equity** at all levels triggers citizenship behaviours naturally. Employees expect equal treatment and transparent procedures irrespective of their job role (Schnake, 1991). (Rouholla Mahdiuon, Mohammad Ghahramani, Ali Rezaii Sharif,2010) studied the co relation between dimensions of personality and citizenship behaviours. It was observed that openness to experience, agreeableness and conscientiousness are the strong predictors of citizenship behaviours. (Dick et al., 2004) observed that those employees identifying themselves strongly with the organisations have higher motivation. Such employees think and confront the workplace problems in the view of group interest. (Flynn, 2005) seconds the thought. According to his research employees define themselves as per collective identity orientation and thus prefer to be a "good citizen". **Organisation Identification** is thus an important antecedent of citizenship behaviour (Van Dick et al., 2006). Studies conducted by (Abdul Mutalib Mohamed Azim, 2016) show a strong co-relation between **Perceived organisational support** and OCB wherein Psychological Capital plays an important mediating role. Major antecedents of OCB observed in the research are **Leadership Behaviours, Job Attitudes, Role Perceptions and Personality Traits**. Further research noticed the potential effect of psychological factor such as psychological capital on OCB. Which included **self-efficacy, hope, optimism and resiliency**. Social exchange theory applies to the establishment of relation between perceived organisational support and psychological capital to display OCB traits. Study conducted in IT industries also found a significant impact of POS towards psychological capital. Empirical studies have proven the relationship between Perceived Organisational support, Psychological capital and OCB.



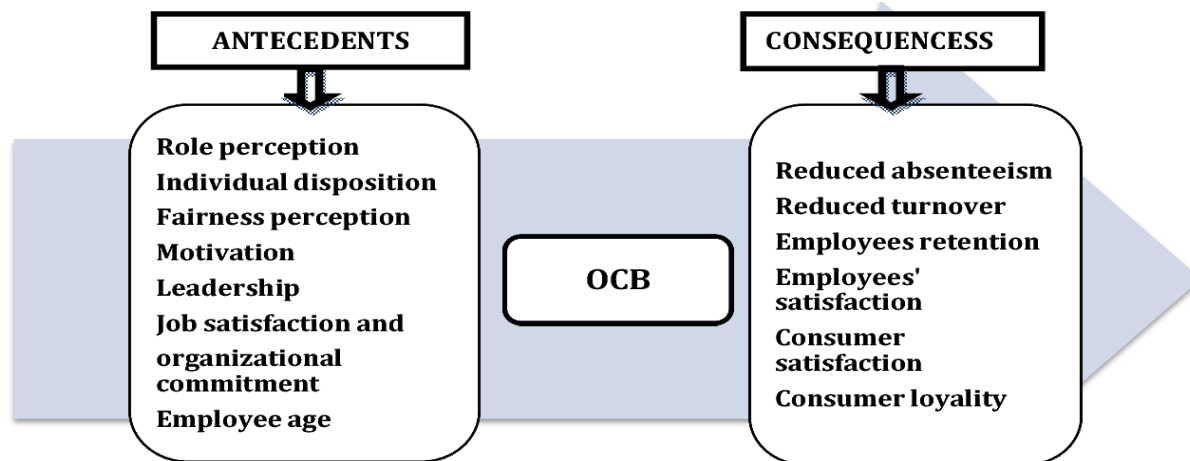
### 1.3 Correlation between POS and OCB

The results indicate that **Psychological capital** is a significant indicator to understand employment relationship. Organizations are expected to take proactive steps in supporting development of employees, recognition of their contribution, and care for their well- being. Employees would thus feel valued thereby displaying higher OCB. (Wijayanto & Kismono, 2004) introduced a new construct called Job embeddedness. Employees with high embeddedness will perform more OCB like behaviors (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). A socially engaged individual feels as if a part of the social network and as a result performs citizenship behaviour (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004). There is a yet a limited research on motivational antecedents of citizenship behaviours. Rioux and Penner's (2001) in their research made a motivation Scale having a three factor structure :

- Prosocial values (motivated by helping others)
- Organizational concern (motivated by the association with the organization); and
- Impression management (motivated to obtain rewards).

It was concluded that organizational concern and prosocial values showed citizenship behaviours. While Organizational concern was a strong indicator of OCB –O, Prosocial values were a strong predictor of OCB –I. Bowler and Brass (2006) in their research justified that impression management drive encourages citizenship behavior, when such gestures are targeted at employees with influential friends in the organisation.

The outcome of Organisational Citizenship Behaviours significantly make an impact on various domains of an organisation. While antecedents are causes of citizenship behaviours, constructs are the effects of the same.



#### 1.4 (Agarwal, 2013) Conceptual Framework of OCB

**Emotional Intelligence** is a significant antecedent indicating the level of OCB especially in leaders and managers. EI is a set of personal abilities, emotional as well as social traits that enables a person to succeed in fulfilling environmental demands. According to Payne & Cooper (2001) EI and OCB are strongly co related. Dulewicz et al (2003) and Refler (2004) suggest that EI is a positive indicator of managerial performance. EI is a highly rated leadership trait. A significant relation is observed between EI and two dimensions of OCB, Altruism and participation. Research says that competencies based on EI are more better predictors of performance at workplace (Cherniss, 2000; Feist and Barron,1996). Consequences of OCB Borman and Motowidlo (1993) differentiated between task performance and Contextual performance . Task performance are activities which are part of the core job while contextual performance has a psychological context showing similarities 10 across jobs. Task performance is lead by a person's cognitive ability while contextual performance include dispositional variables. **Contextual performance** is significantly displayed by employees in the form of volunteering for activities other than their job expectations, enthusiasm shown while completing procedures though there may be inconvenience , Obeying the rules and procedures even though they are inconvenient or defending the organization objectives openly W. C. Borman and S. J. Motowidlo (1993). Brief, A. P. & Motowidlo, S. J. (1986) observed **Prosocial organizational behaviors** as such behaviours directed towards a single individual, a group or an organisation. Research justified that Prosocial organisational behaviours vary in terms of functionality, whether prescribed or just a part of one's organisational role. Functional pro social behaviours role prescribed as often an outcome of ocb. George, J. M. & Brief, A.P. (1992) propose organisational spontaneity as a form of extra role behaviour. Such behaviours show a significant impact of citizenship behavioural traits derived from an affiliation motive. Since OCB enhances organizational effectiveness (Dunlop and Lee, 2004; Lin et al., 2010) Smith et al. (1983) and Dyne et al. (1995) justify that OCB provides employees making innovative suggestions and that employees make creative suggestions to co-workers by the help of OCB. Organ and associates (2006), in their research suggest outcomes of citizenship behaviours which are measured in terms of profitability and return on investment.

#### POTENTIAL PITFALLS OF OCB

**Gender bias** : (Heilman & Chen, 2005) suggest that in a formal setting, men are rewarded more often as compared to women employees.

**Organizational Justice**: - Rewards for citizenship behaviours sometimes depend on managerial perception thereby leaving a message of unfairness amongst the deprived employees (Marcus & Schuler, 2004).

**Habituation**: - too much of a reward culture is likely to develop OCBs across the organisations over time but in a negative manner. This might lose the basic characteristic feature of OCB, which is discretionary in nature (Bolino, Turnley, Gilstrap & Suazo, 2010).

**Impression Management Motives** : as per the observations given by Bolino (1999), employees may engage themselves in OCB with a selfish purpose of creating impression at work. Researchers developed a theoretical model explaining the manner in which employees may exhibit discretionary behaviours which are managed in reality.

#### CONCLUSION

Display of Citizenship behaviours may be seen in many distinct ways. Conventionally understood as an employee escalates his performance beyond the set limit of his job role or one who takes initiative and offers

help . He can be a knowledgeable and co operative colleague, a senior staff member absolutely approachable. All and many such similar behavioural tendencies need to be identified and promoted. Traditional measures or parameters of evaluation no longer evaluate the behavioural tendencies in organisations. More complex changes in organisational inputs have transformed activity processes. The outcomes as a result have become more observable, comparable and quantitative to what it was in the past.

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