



CONCEPT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): A LITERATURE REVIEW

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Abstract

In current business environment Organizational Citizenship Behaviour (OCB) has been searched and considered by academicians, behavioral experts and scholars for many years and it is acclaimed as an area of very interest. Organizational Citizenship Behavior (OCB) is considered as to the voluntary behaviours exhibited by the employees working in various organizations, as good citizens of the organization. This research paper is an endeavor to understand the various aspects of OCB and the paper also makes effort to examine the various dimensions of OCB. There is an explained discussion on the various OCB dimensions proposed by Organ (1988) and the paper also focuses on various OCB dimensions highlighted by various other scholars.

Keywords: *Altruism, Civic, Conscientiousness, Courtesy, Employees, Organizational Citizenship Behavior (OCB), Sportsmanship, Virtue.*

1. Background and Introduction

Organizational citizenship behaviour (OCB) is a new phenomenon in current business world and it emerges from the inner drive and freewill of the members of any organisation in search of the better (Organ, 1988; Park et. al., 2013). OCB It can also be termed as any group members' extra deliberate performance beyond their job descriptions and defined work standards (Organ, 1988). It goes ahead of individual endeavor and explained as members' fulfilling their tasks enthusiastically and helping others voluntarily to increase their performance (Eisenberger et. al., 2001; Pooja et. l, 2016; Turnipseed & Murkison,2000). The concept of OCB has been emerged in the era of 1980s and since then it has been widely discussed by the scholars (Gurbuz, 2006; Sahin & Gurbuz, 2012). OCB is concerned with the emotional organisational commitment, inner drive of the members, and job satisfaction (Turnipseed & Murkison, 2000). In the components of OCB Emotional organisational commitment is explained as the group members' recognition of themselves with the organisation by channeling all their own effort and time to fulfill organisational goals (Yousef, 2017). The promise to an organisation is directly connected to the degree to which individual and organisational goals extend beyond. Furthermore, sharing a common apparition and similar ideals, as well as interacting publicly with their fellow members



help encourage loyalty to their organisation, which in turn creates best conditions for the breakout of individual performance (Pooja et al., 2016). Not only does emotional organisational loyalty establish how well an individual performs in an organisation, but also how long individual stays in that organisation (Devece et. al., 2016). Job satisfaction, conversely, is more explicit and denotes the self-fulfillment of members in their organisations and positive attitudes toward their jobs (Kinicki & Kreitner, 2006; Basalama & Machmud, 2018). The above mentioned two concepts are conjoined together with OCB, and they influence each other reciprocally; in other words, it can be concluded that they are the cause and effect of each other (Nguni et. al., 2006). Some scholars in this area argue that demographic issue related to employees i.e., age, experience, gender, and marital status has been considered as determinants of OCB and draws the attention of scholars in this area (Choi & Sy, 2010; Organ, 2018; Rawski & Conroy, 2020). Among the scholars debate about whether age and experience influences OCB positively or negatively go on, they are considered as the core determinants of OCB. Aged and less aged, and more experienced- and less-experienced employees tend to display different behaviors in terms of their task performance and faithfulness to their workplace, which ultimately end up with different levels of OCB (Dirican & Erdil, 2016; Ersoy et. al., 2015). The gender-OCB relationship is another contentious matter. In the discussion of the issue of affect of gender on OCB, they differ in explaining how and in what circumstance the relationship is likely to be displayed (Cameron & Nadler, 2013). Organisational citizenship behaviour was recognized by Khan et al. (2019) as essential behaviour for functioning organisations. It is fact that Organisations cannot rely solely on regular behaviours. There is a need for innovation and constant change rely on behaviours beyond what as per the content of in job descriptions. The need for such extraordinary behaviour is necessary, not just for innovation but also for survival (Pohl et al., 2019). This role can be played by OCB inside organizations by actually accommodating social interaction inside an organisation by working as a support system for cooperation in the occasion of contingencies or when seeking change (Haque et al., 2019). OCB minimises conflict among the team and encourages teamwork, hence increasing organisational effectiveness and productivity (Devece et al., 2016).

2. Literature Survey

OCB is a recent phenomenon and has received a great deal of research among scholars especially in the managerial and behavioral science fields (Dekas et. al., 2013; Fassina et. a.l., 2008; Turnipseed & Wilson, 2009). As per definitions of OCB proposed by various scholars, its characteristics and attributes have been revised and some new theoretical understandings and empirical evidence have been put forward. Scholars in this area are forces to think about the changing nature of organizations and workplace dynamics to continually revise and refine all theoretical and conceptual areas of study. Two decades ago Organ (1997) had proposed that the nature of work had changed and we can safely assume that these changes have no doubt



influenced the nature of OCB and point to the need for further understanding and continuous research. The domain of OCB continues to be a fruitful ground for research as well as for practical application and understanding given the importance of social connections in organizations (Jain, Giga, & Cooper, 2011) and the impact of individuals' behaviors on the overall functioning of the organization (Coldwell & Callaghan, 2014; Liu & Dooren, 2015). Connecting this domain more explicitly to the HRD discipline can be similarly fruitful. Some scholars argue that OCB has a direct influence on the success level of organisations (Chun et. al., 2013). The ones which employ members who strive to show maximum effort are likely to do better and survive. Thus, organisations try to employ people who are likely to show a high degree of OCB (Gurbuz, 2009). Some researches on teaching profession shows that the organisational citizenship of language teachers needs to be studied to enlarge the perspective of organisational citizenship and gather data from the field of education (Elstad et. al., 2012; Oplatka, 2006). Naturally, teachers demonstrating a high degree of OCB put more effort and time into their professions, and cause considerable improvement in their educational settings (Somech & Bogler, 2002). The quality of education can be improved with dedicated teachers who volunteer to perform beyond normal standard expectations (Skaalvik & Skaalvik, 2011). In other words, teachers with high OCB not only increase their performance but also create a positive atmosphere in which their colleagues and other stakeholders in the school system are likely to increase their contribution to fulfilling the defined school goal (Beloglovsky & Somech, 2010).

3. Dimensions of Organizational Citizenship Behaviour (OCB)

Organ (1997) has proposed some dimensions of OCB i.e., altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness. According to Organ (1997) Civic virtue and conscientiousness are main component of OCB to enhance mutual assistance and teamwork in the workplace and also improving organisational performance. Cheerleading, peacekeeping, and sportsmanship dimensions of OCB reproduce the nature of the relationship among employees. Other dimensions altruism and courtesy help prevent any miscommunication and reduce conflict (Arıkoğlu et al., 2019). Lee and Allen (2002) concluded that OCBs are employee behaviours that, although not critical to the task or job, serve to facilitate organisational functioning. In defining OCB, literatures in the past have identified two main approaches viz. role and extra role behaviour. As discussed earlier, extra role behaviour is that behaviour which goes beyond the specified role requirements and is not recognized by the formal reward system. Castro et. al., (2004) argues that it is difficult to differentiate between “role” and “extra role” performances because management and employee perceptions of their subordinates' performances do not communicate and is related to the subordinates' satisfaction in the workplace. In this line various studies explains the fact that there are five basic personality factors which affect most of the variance in personality (e.g. Costa & McCrae, 1992) and these



dimensions are termed as Big Five dimensions (i.e., conscientiousness, altruism, courtesy, sportsmanship, and civic virtue). Organ's (1988) in his definition represents "individual behaviour that is discretionary and it is not directly recognized by the formal reward system". In this line Organ (1988) recognized and proposed five dimensions of OCB termed as altruism, sportsmanship, conscientiousness, civic virtue, and courtesy. These five OCB dimensions cover various organizational behaviours which tends to employees to help each other, working as per the company rules, less complains and grievances, and also actively participating in organizational affairs. According to Organ (1997) Altruism means helping or helpfulness. Altruism tends to help other members of the organization in their tasks (i.e., willingly assisting new employees, helping fellow workers who are overloaded, assisting workers who were not present etc. According to Smith et. al., (1983) altruism is a deliberate behaviours where an employee helps an individual with a particular problem to complete individuals task under unusual circumstances. Study of Podsakoff et al. (2000) concluded that altruism was considerably related to performance evaluations and correspondingly, positive affectivity. Another dimension conscientiousness is a flexible behaviour that goes well beyond the minimum role requirement level of the organization (i.e., such as following rules and regulations, avoiding extra breaks, working for extra-long days) (MacKenzie et. al, 1993). Conscientiousness includes going well beyond minimally required levels of attendance, punctuality, and overall giving afeeling of being a responsible citizen of the organization (Podsakoff and MacKenzie, 1997). Altruism and conscientiousness are the two vital dimensions of OCB (Borman et. al., 2000). Study of Kidder & Parks (1993) suggested that males are more likely to engage in conscientious behaviour than females. In OCB Sportsmanship is defined as "a willingness to tolerate the inevitable inconveniences and impositions of work without complaining" (Organ, 1990b). It is explained as any individuals desire not to complain when experiencing the expected inconveniences and any abuse emerged in performing any task. Sportsmanship is the capacity to avoid blaming unnecessarily about the difficulties faced in the workplace, and also being positive and liberal towards issues experienced in the workplace (Organ & Ryan, 1995; Organ, 1990). Organ (1988) defined sportsmanship as the behaviour of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting. Podsakoff and MacKenzie (1997) publicized that good sportsmanship would enhance the morale of the employees at the workplace and consequently reduce employee turnover. Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990). Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997). For e.g. leaving the copier or printer in good condition for other workers' use is an example of courtesy at work (Organ et. al., 2006). A courteous employee prevents managers from falling into the pattern of crisis management by making a sincere effort to avoid creating problems for co-workers (Podsakoff & MacKenzie, 1997).



Courtesy includes behaviours, which focus on the deterrence of problems and taking the necessary and timely steps in order to lessen the effects of the problem in the future. In simple words, courtesy means the encouragement given by a member to other member/s of the organization when they are demoralized and feel discouraged about their professional development. Again to reiterate, research has shown that employees who exhibit courtesy would reduce intergroup conflict and thereby abating the time spent on conflict management activities (Podsakoff et al., 2000). The main idea of courtesy is avoiding actions that unnecessarily make colleagues' work harder. It also includes giving them enough notice to get prepared when there is an addition to their existing work load. Civic virtue refers to the constructive involvement in the political process of the organization and contribution to this process by freely and frankly expressing opinions, attending meetings, discussing with colleagues the issues concerning the organization, and reading organizational communications such as mails for the well being of the organization. Civic virtue is behaviour on the part of an individual that indicates that employee dutifully participates in, is actively involved in, and is concerned about the life of the company (Podsakoff et al., 1990). Civic virtue represents a macro level interest in, or commitment to, to the organization. It shows willingness to participate actively in organization's events, monitor organization's environment for threats and opportunities, to work out the best alternative for the organization. These behaviours occur when employees reckon themselves with the organization and consider themselves to be part of the organization. (Podsakoff et al, 2000). Civic virtue is defined as subordinate participation in organization political life and supporting the administrative function of the organization (Deluga, 1998). Civic virtue refers to the responsibility of the employees to actively and willingly participate in the life of the firm such as attending meetings which are not required by the firm and keeping apprised with the changes in the organization (Organ, 1988). This dimension of OCB is actually derived from Graham's findings which stated that employees should have the responsibility to be a good citizen of the organization (Graham, 1991). These behaviours reflect an employees' recognition of being part of organization and accept the responsibilities which entail as a result of being citizen of the organization (Podsakoff et al., 2000). Other researchers have found that civic virtue enhances the quantity of performance and help to reduce customer complaints (Walz & Niehoff, 1996). Apart from the traditional dimensions of OCB scholars i.e., Farh et. al., (2004) have proposed some new and extended dimensions of OCB viz. self-training, social welfare participation, protecting and saving company resources, keeping the workplace clean and interpersonal harmony. Further they have also developed a concentric model of OCB. However, (Khalid et. al., 2021) in their research has explained various dimensions of OCB with their study as in Table 1:



Table 1 Dimensions of OCB with their meaning and Source

OCB Dimension	Meaning	Source
Altruism	Actions taken willingly to assist others such as equals to complete work-related tasks	Podsakoff & MacKenzie 1994
Civic virtue	Active involvement in the progress of the organization as well as being very concerned with the organization's life	Podsakoff & MacKenzie (1994)
Conscientiousness	The use of working time, attendance and compliance with all forms of organizational rules exceeds the minimum standards	Organ (1990)
Courtesy	Actions taken to circumvent work-related disagreement with other parties, such as managers and superiors	Podsakoff & MacKenzie (1994)
Sportsmanship	Ability and willingness to endure any uneasiness or obscurity in the workplace and perform tasks without complaining	Organ (1990)

Sources: Adapted from (Khalid et. al., 2021)

4. Conclusion

This study was aimed to explain the conceptual framework of OCB with its dimensions with the help of previous studies. OCB concept is very new to OB and management area and it has been evolved in 1980s but due to its significant application in organizations whether that is business organization or other, it catches the attention of various scholars at a great deal. Various OCB dimensions i.e., Altruism, Civic virtue, Conscientiousness, Courtesy and Sportsmanship have their own characteristics, significance and application. After more, a number of studies taking consideration of various others constructs and related area with OCB has conducted by various researchers and scholars and they have their significant contribution in the area of human behavior and management.



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