

# THE ANTECEDENTS AND CONSEQUENCES OF ORGANIZATION CITIZENSHIP BEHAVIOUR (OCB) : A CONCEPTUAL INQUIRY

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## ABSTRACT

*During the past decade Organizational Citizenship Behaviours (OCB) has received considerable attention in Human Resource Management and Organizational Behaviour literature. Theory and research on Organizational Citizenship Behaviours has presumed OCB as a set of desirable behaviours that contributes to the organizational effectiveness. Therefore, the present study has two fold objectives first- to explore various existing definitions of OCB and then examine the dimensions of OCB and second to conceptually explore the impact of Organization Citizenship Behaviour on employees and organizational effectiveness. The study confirms that the positive influences of OCB extend not only to the behaviors of individual employee but also to the overall performance of the organization.*

**Key Words :** Organizational Citizenship Behaviour (OCB), Organizational Effectiveness, Extra Role Behaviour (ERB)

## INTRODUCTION : THEORETICAL ORIENTATION OF OCB

Today's organizations are facing cut-throat competition from their rivals. These organizations are vying with each other in the race to become the market leader. In such a dynamic scenario, only those organizations which possess the prized employees who are ready to work and sweat beyond the call of duty will ultimately sail through this journey of trials and tribulations. As such human resources of the organizations have become the heart and soul of it, the need is to identify such genre of employees who could work as partners with a feeling of belongingness towards the organization. In order to have a cutting edge, organizations should have employees who are ready to help their peers with work, work beyond duties mentioned in job descriptions, orient new employees, do not waste their time at work, speak positively about the

organization to the outsiders, comply with organizational rules and regulations even though, nobody is watching them. These employees will be engaged in organizational citizenship behaviour (OCB) and will be ready to stand through the thick and thin of the organizations. OCB is a specific type of work behaviour that are defined as individual behaviors that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviors are rather a matter of personal choice, such that their omission is not generally understood as punishable. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Because

of the importance of good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for

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organizational scholars and remains so (Organ, 1988).

The concept of Organizational Citizenship Behaviour (OCB) introduced by Bateman and Organ in 1983 has become a focus studied in recent years. Although the concept has been latter refined and strengthened by a number of researchers (Podsakoff, Mackenzie, Paine and Bacharach, 2000; Jahangir, 2004; Khalid and Ali, 2005; Sahafi, Danaee, Sarlak and Haghollahi, 2013) in different sectors of the economy. In an organizational setting, Organ and Ryan (1995) assert that organizational Citizenship Behaviour is special type of work behaviours, and is defined as individual behaviour that is beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. Organ defines "discretionary" as behaviour that is not an enforceable contractual requirement of the employee by the employer, but is rather a matter of personal preference where it is generally understood that its omission is not punishable. According to Turnipseed "OCB includes pro-social behavior, including helping others, innovating, volunteering and lack of undesirable behavior. Van Dyne et al. (1995) proposed the broader construct of "extra-role behaviour" (ERB), defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations." There is no doubt that organizational citizenship behavior is discretionary behavior of an employee to provide "Extra" to his organization which is not a part of his defined duty. Katz's work (1964), stated that effective organizations must evoke three different forms of contributions from employees for successful functioning of the organization: They must (a) attract and hold people within the system, (b) ensure that members exhibit dependable role performance, meeting and preferably exceeding certain minimal qualitative and quantitative criteria, and (c) evoke innovative and spontaneous behaviour, performance beyond role requirements for accomplishments of organizational functions. The full array of OCB

includes behaviours such as constructive statements about the organization, expressing inters in others' work, suggestions for improvements, care of organizational property, house-keeping behaviours, punctuality and other variables. At the same time it also includes refraining from negative behaviours such as finding faults with others, expressing displeasure, starting arguments and complaining about non significant things (Khanka, 2013).

As with many other behavioural terms, different people have described and defined OCB in different term and sense. Terminologies like "willingness to cooperate" (Barnard, 1938), "organizational loyalty" (Hirschman, 1970; Hage, 1980), "organizational commitment" (Mowday et al., 1982), and "extra-role behaviours", (Van Dyne et al., 1995), "contextual performance" (Borman and Motowidlo, 1993), and "prosocialorganizational behaviour" (Brief and Motowidlo, 1986) are used to conceptualize the cooperative behaviour.

## LITERATURE REVIEW

Organizational citizenship behaviour (OCB) is referred as set of discretionary workplace behaviours that exceed one's basic job requirements. Research of OCB has been extensive since its introduction nearly twenty years back (Bateman & Organ, 1983). The vast majority of OCB research has focused on the effects of OCB on individual and organizational performance. Turnipseed and Rassuli (2005) mentioned the examples of these OCB behaviours as understanding and cooperation with colleagues, mentoring, performing extra duties without delay and complaint, punctuality, volunteering, efficiently use of organizational resources, sharing ideas and positively representing the organization. Smith (1983) identified altruism (behaviour targeted specifically at helping individuals) and generalized compliance (behaviour reflecting compliance with general rules, norms and expectations are the dimension of OCB. While Yaghoubi, et al (2011) grouped the OCB dimensions as non-visual (altruism, courtesy and conscientiousness) and virtual factors

(sportsmanship and civic virtue). Graham (1991) believes that citizenship behaviours in organizations have three categories; Organizational obedience, loyalty and participation. Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place' (Organ,

1997). While this reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000), the colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualizing OCB.

**THE ANTECEDENTS /DIMENSIONS OF OCB**

Dimensions	Variables
Courtesy	1. Helping colleague, when he/she is in trouble.
	2. Always ready to help.
	3. Going to help other.
	4. Helping others even when busy.
	5. Co-operative towards new entrants.
Altruism	6. Keep organization clean.
	7. Proper utilization of organization resources.
	8. Attending non-compulsory meeting after work.
	9. Adhere to organizational rules and regulations.
	10. Understanding other problems.
	11. Release employee stress.
Sportsmanship	12. Consistent results towards organization.
	13. Responsible attitude.
	14. Friendly and lively attitude towards organization.
	15. Updated with employees performance.
	16. Utilize spare time by increasing knowledge.
	17. Follow organization's working procedure.
Consciousness	18. Appreciate constructive ideas of subordinate.
	19. Helping Colleagues.
	20. Acting proactively.
Loyalty	21. Loyal towards my organization.
	22. Sense of belongingness.
	23. Working above expectations
Civic Virtue	24. Team work.
	25. Encourage peers to follow organizational policies.
	26. Remain committed towards organization.
Extra-role Behaviour	27. Keeping personal and professional differences.
	28. Active participation in extra-curricular activities.
Commitment	29. Committed towards the organization.

Source: Khanka (2013)

Based on the conceptual definitions of OCB, different dimensions of OCB have been proposed. Though there is some overlap between these dimensions proposed by Organ (1988).

1. **Courtesy** - refers to touching the base with those parties whose work would be affected by one's decisions or commitments, providing advance notice to someone who needs to know the schedule of work.
2. **Altruism** - includes all discretionary behaviours that have the effect of helping a specific other person with organizationally relevant task or problem.
3. **Sportsmanship** - entails avoiding complaining, petty grievances etc. It means accepting less than minimal circumstances with ease and not discussing it with outsiders.
4. **Conscientiousness** - refers to organization members carrying out some of their role requirements far beyond the minimum requirement like being punctual, not taking extra breaks, doing one's duties sincerely even when no one is watching and maintaining and conserving resources.
5. **Loyalty** - It implies employee's faithfulness and belongingness towards the organization.
6. **Civic Virtue**- initially identified by Graham (1986) is the final form mentioned by Organ (1988). This form refers to responsibly participating in the political life of the organization like attending meeting and function, reading mail and contributing towards the political life of the organization.
7. **Extra-role Behaviour** - It refers to individual behaviour that extend beyond the standard behaviour normally expected by the employer for the good of the organization.
8. **Commitment** - Organizational commitment is an attitude about employee's loyalty to their organization. It refers to the extent and degree to which employee aligns him/her with the organization. This implies an employee's acceptance of the organizational

goal and values and willingness to higher level efforts for achieving the goals and also remains a member of the organization.

### CONSEQUENCES OF ORGANIZATION CITIZENSHIP BEHAVIOUR (OCB)

Organisational citizenship behaviour (OCB) has garnered much academic attention since its conception. It is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like 'helpfulness' or 'friendliness' are also difficult to quantify. Yet OCB has been shown to have a considerable positive impact at the organisational level, enhancing organisational effectiveness from 18 to 38% across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004). There has been empirical research evidence to believe that organizational citizenship behaviour does contribute to the organizational effectiveness. Organ (1988) argued that OCB is held to be vital to the survival of an organization. Organ further elaborated that organizational citizenship behaviour can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization. It is the contention of Bergun (2005) that OCB maximizes the efficiency and productivity of both subordinates and the organization. At subordinate level, Podsakoff et al. (1997) explain that OCB helps new employees become productive faster and helps to spread 'best practices' in organizations. At organizational level organizational research has shown that OCB is significantly related to customer service quality and sales performance as well as performance quality and quantity. Though, the consequences of OCB are not limited to the organization performance. The organizational outcomes of OCB extends to customer satisfaction, employee turnover, organization performance and organization effectiveness (Podsakoff et al., 2000;

Motowidlo, 1993), service quality (Bienstock et al., 2003), worker well being (Hodson 2001), absenteeism and withdrawal behaviour (Khalid and Ali, 2005).

### CONCLUSIONS AND PRACTICAL IMPLICATIONS

It can be concluded from the aforesaid discussions that this study contributes to various dimension of OCB and has examined the relationships between them. On the basis of discussion on OCB dimensions, a real view of OCB has been articulated. By the literature evidence from the organizational context, Antecedents to OCB are the factors that enhance the level of employees' performance in an organization. There is almost agreement that OCB positively affects employee behaviour and, in turn, organizational performance. Growing literature evidence suggests that OCB enhances the pleasantness of workplace setting and, in turn, can contribute to increased performance and efficiency. The success of any organization is ultimately dependent on its human resources. The organization should therefore be able to inspire the human resources through exceptional OCB practices. This will definitely help the organization to achieve high quality and productivity with less cost and will be instrumental in developing the economy of our country. The main implication of the current study is that knowing the antecedents managers could be better able to foster employees' OCB. Apart from the traditional measures of employee productivity, it is important for managers to monitor that set of work behaviours that goes beyond the role description but also are important contributors to the effectiveness of the organization.

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