

Organizational Citizenship Behavior (OCB) - Concept and Dimensions A Review Paper



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Abstract

The concept of Organizational Citizenship Behavior (OCB) has been studied by many scholars for decades. However, this concept is researched by many scholars. OCB is a type of voluntary behavior of the employee that directly or indirectly affects the overall performance of the employee as good citizens in the organization improve not only their own performance but also have an enabling effect on others. This paper reviews the concept and dimensions of organizational citizenship behavior and presents a comprehensive account of the same.

Keywords: Organization Citizenship Behaviour, Altruism, Civic Virtue, Conscientiousness, Courtesy.

Introduction

The present world has shifted towards the era of competitiveness, necessitating excellence through multitasking, enthusiastic and outstanding employees to do their work efficiently and effectively. Sustained OCB is pertinent for survival of any organization as it can maximize the functioning, efficiency and productivity of both the employee and the organization; it can enrich the smooth and proper functioning of an organization (Organ 1998). OCB is producing a desirable set of organizational behavior of the employee and it exhibits the multidimensional relationships with positive effect on organization at large (Walz and Niechoff, 1996). OCB is also known as the extra role behavior that is goes beyond their regular duties and responsibilities. (Smith *et al* 1983) OCB is a multidimensional area that includes all positive behavior of employees including traditional in-role behavior and extra-role behavior and political behavior which is primarily responsible for organizational participation or success of any organization. (Dyne *et al* 1994)

OCB cannot be demanded by force or compulsion. It can strengthen the social awareness and attractiveness in a work place. OCB is positive behavior of the employee, those who adapt OCB in a positive way become more socially attractive and awarded or appreciated or liked by their subordinates, or as friends or colleagues(partners). (Aquino and Boomer, 2003)

In today's world, organizations cannot flourish or succeed without their employees behaving as good citizens for organizations, that is positively adapting OCB. It is therefore argued that better understanding of the sources and nature of OCB. It has been a priority for all employees. (Organ 1988)

OCB is a type of behavior of the individual that is not a part of his/her job responsibilities or duties and it involves the various activities like helping others, putting extra effort, taking extra responsibilities and duties, secure organizational success and take part in important issues and debates in favor of organizational success. (Organ *et al* 2006).

Objective of the Study

Keeping in mind the imperatives of OCB and the manifold discussions and deliberations revolving around the concept, it becomes essential to understand the basic concept and dimensions of OCB. The objective of the present paper is therefore to review the concept and dimensions of Organizational Citizenship Behavior.

Methodology

This is a descriptive study based on secondary data. To meet the objectives of this research, relevant journals were scanned and selected papers examined. Totally, twenty research papers were reviewed to understand the concept and dimensions of OCB.

Review of Literature**Concept of Organizational Citizenship Behavior**

The concept of OCB was originally put forward by (Organ, 1998, Podsakoff, Mackenzie, Moorman and Fetter, 1990 or Smith *et, al* 1983) in U.S. OCB is type of behavior which is not formally awarded or rewarded or requested of the individual but it can be useful for the proper and smooth functioning of an organization, From the perspective of the individual it is not a part of their regular or formal job description and not encouraged due to lack of formal reward system. (Organ, 1990)

According to Organ *et, al* (2006) "OCB is a behavior in which employees can exhibit or show their extra abilities, motivation, enthusiasm and it's an opportunity." Employees show their positive attitude in the organization.

According to Argentero *et, al* (2008) "OCB is a prudent behavior of the individual, which favors proper and effective functioning in the organization.

Jahangir *et, al* (2004) described OCB as voluntary behaviors at workplace that goes beyond one's basic or formal requirements. It is described as a behavior of individuals that goes beyond their regular job responsibilities and duties and employees can go an extra mile to complete it.

Min- Chiun Lo (2009) proposed that OCB has two main approaches that are known as "role" and "extra role behavior" to define the concept. Extra role means that the individual goes beyond their formal job requirements or responsibilities in the work place but are not awarded by the formal reward system in the organization.

Aquino and Boomer (2003) in their study said that "OCB is a concept of social power". It is a social wealth that directly or indirectly benefits others.

According to Abdalla *et, al* (2013) OCB is comparatively a new concept to analyse the performance of the individuals but it characterizes an old human regulation of voluntary action or it support logistics without any expectation for extra pay or formal award or reward in return. It is taken to recognize intangible concepts like "helpfulness" and "friendliness".

Neves *et, al* (2014) focused on the description of concept of OCB in Portuguese educational organization and based on their findings reported two trends, namely; first it is considered as a three dimensional construct and others proposed it as one dimensional construct.

Muthuraman and Haziati (2017), in their study determined that OCB is not an enforceable demand of the roles, responsibilities or job description. It is totally a matter of individuals own

choice, and an absence of OCB cannot be punishable.

Dimensions of OCB

Argentero *et, al* (2008) measured OCB adopting original scale of Podsakoff namely: altruism, conscientiousness, sportsmanship, courtesy, civic virtue. The exploratory research analysis showed that only three dimensions are related or correlated with OCB i.e. Altruism, conscientiousness and civic virtue.

Jahangir *et, al* (2004) reviewed dimensions of OCB and differentiated between various dimensions of OCB of different authors and examined the relationships between various dimensions: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. (Organ, 1998). Williams (1988) also found two dimensions that are OCB-O (Organization) and OCB-I (Individual).

Min- Chiun- Lo (2009) studied and identified the five main dimensions given by Organ (1988): civic virtue, conscientiousness, altruism, courtesy and sportsmanship.

Aquino and Boomer (2003) examined in their study that "Altruism is the main dimensions to help others directly or indirectly and maintain harmonious working environment or relationships with colleagues. Two more dimensions have been examined Courtesy and Sportsmanship.

Abdalla *et, al* (2013) in his study covered five main factors of OCB or dimensions of OCB namely: training and development, work life policies, empowerment practices, organizational commitment, organizational citizenship behavior factors.

Muthuraman and Haziati (2017) consider five main dimensions of OCB such as Altruism, Conscientiousness, Civic Virtue, Sportsmanship and Courtesy. Study finds there is a significant correlation with OCB and it increases the likelihood and friendliness in corporate sectors.

Neves *et, al* (2014) used DiPaola *et, al* scale of OCB as a four dimensional construct these are altruism, conscientiousness, civic participation and courtesy which is used to avoid problems in future and planning in advanced and find solutions for expected changes in an organization.

Table 1 gives a comparative statement of the concept and dimensions as postulated by various researchers. OCB as a concept has been explained as 'social power' (Aquino & Boomer, 2003); extra role behavior (May, 2009), a matter of individual choice (Khalid, 2009), voluntary organizational acts without expectations of reward Zhang, 2011; Tanaka, 2013), co-operating with colleagues and sharing ideas (Sarah & Newland, 2012), positive co-operative behaviours (Yadav & Punia (2013), Sridhar *et al*, 2014) and so on.

Table 1
Concept and Dimensions of OCB as Given by Various Researchers

S.No.	Authors & Year	Concept	Dimensions
1	Aquino, K. and Boomer, W. H., 2003	OCB is a social resource that directly or indirectly benefits others. It's a concept of social power.	Altruism is the main dimension which is helping others (more indirectly) and there by maintain harmonious working relationship with colleagues. Courtesy and sportsmanship were also studied.
2	May-Chiun-Lo, 2009	OCB has defined by two main approaches known as "Role" or "Extra role behavior" in the work place in defining the concept of OCB.	In this study, the researcher adopted five main dimensions of Organ; Civic virtue, Conscientiousness, Altruism, Courtesy and Sportsmanship
3	Khalid, <i>et, al.</i> , 2009	OCB is a matter of individual choice and failure to exhibit such behaviour is not generally considered as cause for penalty.	In this analysis of OCB revealed following dimensions Sportsmanship Conscientiousness Patience & Civic virtue Factor analysis of OCB based on self ratings (Non Manager employees) resulted in six dimensions named as altruism, courtesy, conscientiousness, sportsmanship, effort expended and civic virtue
4	Zhang, D., 2011	OCB also encompasses organizational related acts such as working overtime without expectations of remuneration or volunteering to organize office-wide functions.	The most popular dimension is used to measure OCB are found in five factor model altruism, courtesy, conscientiousness, civic virtue and sportsmanship. In this study the author, choose to promote OCB-O factor (Organizational directed behaviour) sportsmanship OCB-I (Individual directed behaviour) altruism.
5	Sarah, J. and Newland, (2012)	OCB includes volunteering for extra work, cooperating with colleagues and sharing ideas.	The underlying dimensions of OCB were: Altruism and compliance (Bateman and Organ) compliance was later renamed as conscientiousness. Finally peacemaking, cheerleading, altruism, sportsmanship, courtesy and Civic virtue has been studied.
6	Tanaka, K. I. C., 2013	OCB in itself is the "voluntary performance of work that is not allocated to employees in the workplace and avoids placing excessive workload on them. Author also examines a concept that, while covering roughly the same concrete behaviors as OCB; more focused on behavioral target.	The Author was comprised of five dimensions namely "Interpersonal help", "Conscientiousness", concentration on the Job", Supporting the organization", and "cleanliness".
7	Yadav, P. and Punia, B.K 2013	OCB is a term that encompasses anything positive and constructive that individual do, of their own decisions.	Researchers have different views with respect to dimensionality of OCB. The basic five personality factors namely: altruism, courtesy, conscientiousness, civic virtue and sportsmanship

8	Anusha Sridhar and Thiruvenkadam, T., 2014	OCB means the range of Cooperative behaviors that are positive, intended, non-obligatory and goes beyond the set requirements of a job. These are behaviors not directly related to main task or activities	The following important dimensions are taken for the study: altruism, conscientiousness, civic virtue, courtesy and sportsmanship
9	Dash, S. and Pradhan, R. K., 2014	OCB is not an enforceable requirement of the role of job description, the behavior is rather a matter of personal choice, such that it's omission is not generally understood as punishable. It is the set of optional workplace behaviors that exceed one's job necessities is referred as OCB	The Researchers adopt Podsakoff seven dimensions: Helping behavior (voluntary behavior), sportsmanship, organization loyalty, organization compliance, individual initiative, civic virtue and self development

Conclusion

Review of the previous literature shows that OCB is an affair of individual choice and failure to exhibit such type of behavior is not generally considered as cause for penalty or expectation for formal reward. However, it is the overall impression of social attractiveness. (Khalid et, al 2009)

In the net analysis it was found that most researchers agree on the following dimensions: altruism, conscientiousness, civic virtue, courtesy and sportsmanship.

However some have added the extended dimensions by adding on: patience, effort expended, peacemaking, cheerleading, concentration on the job, cleanliness, organizational compliance, individual initiative and self development.

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