

Understanding Drivers of Organizational Citizenship Behaviour in Service Firms

Sakshi Gupta

Research Scholar, Doon University

Dr. Reena Singh

Associate Professor, Doon University

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Abstract

Organizational citizenship behaviour, is a well-researched construct and has been studied from last more than twenty-five years. The present study investigates the various drivers of organizational citizenship behaviour especially in services firms. For this we have conducted a systematic literature review using funnel. This paper gives a detailed explanation of OCB, with its evolution and its various dimensions. We have discussed various dimensions of OCB in detail, as given by different authors with evolution. On the basis of literature review, we could find that the main antecedents of OCB are categorised in four categories; employee factor, task environmental factor, leader and employee relationship factor and organizational factors.

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Introduction

In the working of the organizations there are certain job description for every employee working in the organization, which requires each individual to work according to the role and job assigned by the organization. But there are some employees in the organization who goes extra mile and do work which are beyond their job description. This type of behaviour is known as organizational citizenship behaviour (OCB).With the

increasing competitiveness and inclusion of service intensive business various researchers have found the increasing need of organizational citizenship behaviour for better functioning of the organizations (Kim et al, 2018, Ma et al., 2022). It is been seen that the present, dynamic business environment and changing labour market is creating huge challenge for the organization and it is very important to understand the individual behaviour and the social interaction

happening in the organization (Metallo et al., 2021). As per Mackenzie et al., (2011), OCB can play a very crucial role in gaining competitive advantage, hence it is very important to keep track of spontaneous and cooperative behaviour of the employees of the organization. On the same note, Coldwell and Callaghan (2014) established that OCB promotes workplace dynamics, enhances social connections and influences employee's positive behaviours for organizational functioning and performance, which ultimately leads to the development and growth of the organizations. Similarly, Podsakoff et al (2009) also established in their study that, organizations can get many benefits by embracing OCB, as it has been found that it increases the productivity, efficiency with higher customer satisfaction, while it also decreases the cost, reduces the rates of turnover and absenteeism of the employees.

In the past voluminous work has been done in the area of OCB, but still not many studies have clearly established, what are the main drivers of the OCB in service firms. Therefore, the result of this study can be helpful in guiding the organizations to enhance the organizational citizenship behaviour among their employees. As, this OCB can help enhance the efficiency and overall performance of the organization. This study has many implications for the government also, so that they can use this study to understand how employees behave and can use interventions to enhance the efficiency of public organizations.

Literature Review

OCB, as a term was first introduced by Dennis Organ and his other colleagues (Bateman and Organ, 1983; Smith et al.,

1983). Organ, defined OCB as “*individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable.*”(Organ, 1988 pp.4). While, discretion at the organization level is defined as “*an individual's right to make choices based on an authoritative assessment of the situation*” (Feldman, 2001, p.164).

Prior to the introduction of OCB, the concept of extra-role behavior of the employees as the integral part of organizational working was first given by Katz in 1964. Further in 1996, Katz and Kahn, presented detailed explanation of the importance of the organizational behaviour that take extra role beyond the formal role description within the organization. Then in 1983, Smith, Organ and Near gave OCB as, “acts of cooperation, helpfulness, suggestions, gestures of goodwill, [and] altruism” (pp.653). Similarly, Konovsky and Pugh (1994, pp. 656) also said, “citizenship behaviour is employee behaviour that is above and beyond the call of duty and is therefore discretionary and not rewarded in the context of an organization's formal reward structure”. Citizenship behaviour includes all the behaviour that can help other individual to solve their job-related issues, these can be like ideas sharing, giving positive and creative suggestions, asserting supervisors to set higher standards, work for workgroup co-operation and help in organizational governance (Podsakoff et al.,

2000, He et al., 2019). Hence, as per Organ et al. (2006) OCB can be defined as those discretionary individual behaviour that is not recognized directly or explicitly by existing formal reward system, but it helps in promoting efficient and effective functioning of the organization. Organ (1988) in his book has referred these employees showing OCB as a good soldier as they are the important contributor to the performance of the organization.

The studies conducted in first decade of 1980s, were mainly focused on understanding the antecedents or driving factors of the organizational citizenship behaviour. This early work in this domain was called as “good soldier syndrome”, as given in the title of the pioneer book of OCB by Organ (1988). This is the behaviour shown by committed employees of the organization and it include behaviours like helping colleagues, being punctual, innovative, taking initiatives, while maintaining a distance from any undesirable actions. OCB is a multi-dimensional construct and there are two approaches to differentiate its sub-dimensions. As per Organ (1988), there is five dimensional framework of OCB on the basis of its nature: 1) Sportsmanship, which says there is a willingness in the employee to perform in the imperfect situation, without “complaining ... railing against real or imagined slights, and making federal cases out of small potatoes” (Organ 1988; p. 11); 2) civic virtues- which is a behaviour that means that an individual employee participate responsibly in and is always concerned about the company’s life activity, like participating in events which is not required but can help the company grow, updating themselves with all the changes happening in the organization, taking initiatives for the betterment of the company.

Civic virtue means employee is deeply concerned and shows active interest in in the organization and it involves positive participation in the activities of the organization (Law et al., 2005, Organ et al., 2006); 3) Altruism- Being altruistic means taking voluntary actions to help colleagues in their working related problems like helping in formulating strategies, orienting new people, etc. This altruistic behaviour among employees for over a period of time proves as advantageous for the organization (Organ et al., 2006); 4) Courtesy- having courtesy means takings actions to prevent any problem that can occur in the work-related environment (Law et al., 2005). It is about being polite and considerate towards others and prevent the work-related conflict (Organ et al., 2006); 5) Conscientiousness- being conscientious means giving attention to details of everything so as to prevent or minimize the error in the organization. This conscientiousness develops conformance among individual employees towards organizational policies, which leads to enhanced reliability and consistency in an individual employee work schedule.

Later in 1991, Williams and Anderson, after critically analysing these dimensions, grouped these dimensions into two groups; 1) Individual directed behaviour (OCB-I), comprising of altruism and courtesy and 2) organization directed behaviour (OCB-O) comprising of conscientiousness, civic virtue and sportsmanship. Seeing this, it can be analysed that the actual structure of OCB is very complicated and it needs more in-depth understanding at its dimension level (Ma et al.,2022). Further, in 1994, Van Dyne et al. gave proper clarity to this construct by explaining it as ‘extra role behaviour’ which ‘benefits the organization and is intended to benefit the organization. While, as per

Podsakoff et al., (2000, pp. 516), the different dimension of OCB moves around seven themes “(1) Helping Behaviour, (2) Sportsmanship, (3) Organizational Loyalty (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self-Development”. In which, helping behaviours means voluntary actions taken by employees to help other employees in difficult job situations. This definition also includes altruism, peace-making and cheerleading dimensions (Organ, 1988, 1990).

Altruism basically refers to the behaviour which helps people in job related issues like making strategies, helping in orientation of new employee. Peace-making in the organization means that taking actions to prevent and resolve unconstructive interpersonal conflicts, and cheerleading in the organization means helping behaviour in motivating and encouraging other employees for their accomplishments and development in their profession. Cheerleading means encouraging their colleagues for the progress and development in their work (Podsakoff and Mackenzie, 1994). Sportsmanship, can be described as having positive attitude even in the uncomfortable working situation without

even complaining about the job. Organizational loyalty means remaining loyal to the organization even in the most difficult times of the organization with maintaining a positive word of mouth communication about the organization to the external parties.

Organizational Compliance implies that having a strong respect towards organizational policies, which leads to the conscious obedience of the rules and regulation of the organization even in the absence of monitoring or any kind sanctions in the organizations. Individual Initiative means the behaviour of the employees to take voluntary initiatives and actions to carry on the responsibilities which are beyond their own job description, so that they can achieve better results for the overall organizations. Civic Virtue as explained earlier, means that an employee takes an active part in all the organizational events like meetings, strategy planning, etc and have a feeling of belongingness to the overall organizational entity. While, Self-Development implies the employees’ conscious efforts to enhance their skills and training to multiply their value in the organization (Mascarenhas, 2017).

Table 1: Evolution of OCB Definition

Author & Year	Concept development
Bateman and Organ (1983)	“Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization”.
Organ (1988)	“an individual’s right to make choices based on an authoritative assessment of the situation”
Konovsky and Pugh (1994)	“Citizenship behaviour is employee behaviour that is above and beyond the call of duty and is therefore discretionary and not rewarded in the context of an organization’s formal reward structure”.
Podsakoff et al. (2000),	“Citizenship behaviour includes all the behaviour that can help other individual to solve their job-related issues, these can be like ideas sharing, giving positive and creative suggestions, asserting supervisors to set higher standards, work for workgroup co-operation and help in organizational governance”.

Organ et al. (2006)	“OCB can be defined as those discretionary individual behaviour that is not recognized directly or explicitly by existing formal reward system, but it helps in promoting efficient and effective functioning of the organization”.
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Theoretical underpinning

OCB has evolved from Social exchange theory given by Blau (1964), which encourages the employees to work in a way that is not strictly prescribed by the employers (Rousseau and Parks, 1993). As per Blau (1964, pp.91), “Social exchange ... refers to voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others.” He proposed that, social exchange “involves the principle that one person does another a favor, and while there is a general expectation of some future return, its exact nature is definitely not stipulated in advance” (Blau, 1986, p. 93). According to Organ (1988), fairness of supervisor helps in developing employee citizenship as there is a social exchange relationship between the two. In this situation when supervisor treats their employee with fairness, the employee reciprocates with organizational citizenship behaviour (Konovsky and Pugh, 1994). As social exchange theory is based on the mutual trust, social exchange is crucial for ensuring that OCB will be shown by the employees for the longer period of time (Organ, 1990). As per Cropanzano and Mitchell (2005), reciprocal interdependence is the main principle of exchange process, in which one party responds to the other party involved in the generation of benefit by providing beneficial reciprocity. As per the social exchange theory the employees will have high

citizenship behaviour only if they are happy and pleasant at the organization (Anggraeni, 2018). Chiaburu and Harrison (2008), found in their study that a co-worker supporting their colleague can create analogous effect on other colleague’s for getting into organizational citizenship behaviour-individual (OCB-I), this behaviour goes with the social exchange theory.

Evolution of OCB Literature

The concept of OCB has been refined in the latter years (Podsakoff et al., 2000, Cheng et al., 2011) in different domain. The first decade of research in this domain of OCB through 1980’s was mainly focused on understanding the major antecedents of citizenship behaviour, this early work called OCB behaviour as “good soldier syndrome”. While in the decade of 1990s the researchers were studying the outcomes of the citizenship behaviour. Furthermore, the decade of 2000s was focussing on mediating and moderating variable which influenced the impact of different antecedents on organizational citizenship. With time the contemporary OCB research focus on its antecedents. Although majorly the researchers have used quantitative technique to understand the OCB, but recent studies have also started to use qualitative studies with the help of interviews, focus group studies and observations for understanding citizenship behaviour in the organizations (Mascarenhas, 2017).

Table 2: Evolution of OCB as concept

Year	Concept development
First decade of research (1980s)	Focused on understanding the major antecedents of citizenship behaviour.
Second decade of research (1990s)	Researchers were studying the outcomes of the citizenship behaviour.
Third decade of research (2000s)	Researched focused on mediating and moderating variable which influenced the impact of different antecedents on organizational citizenship.
Fourth and fifth decade of research (after 2000s)	Research focus on antecedents of OCB is specific areas with qualitative approach.

Antecedents or Drivers of OCB in service Firms

For the literature review of antecedents/ drivers of OCB in service firms, we have used funnel approach of data collection given by Xiao and Watson (2019), as given in fig. 1.

On the basis of literature, the antecedents of the organizational citizenship behavior have been categorized in basically four categories, which are related with the individual employee itself, the task environment of the employee, the relationship between the leader and the employee, and the organization as a whole. Pioneer studies basically focused on the individual traits and the leadership as the driving factors of OCB (Malik et al., 2012; Konovsky and Organ, 1996). For instance, Smith et al. (1983), in their study found that job satisfaction is one of the best predictors of OCB. Other studies have found that an individual personality traits and job characteristics like agreeableness, task characteristics and autonomy in job may influence the OCB (Konovsky and Organ, 1996; Piccolo and Colquitt, 2006; Podsakoff et al., 1996). The leaders and supervisor behavior, employee perception and attitude towards justice and fairness in the

organization also impacts OCB (Podsakoff et al., 1990; Konovsky and Pugh, 1994).

As per Sagar (1994), employees having higher job satisfaction level have higher chances of engaging in OCB and have low chances of turnover. While, Sharma et al., (2011), compared the OCB and job satisfaction in private sector versus public sector organizations and found that both of these are on the higher side in the public sector organizations. It has been also found in different studies that level of pay can also act as one of the determinants of OCB (Zhang et al., 2012). Furthermore, it has also been found in various studies that, there is difference in part-time and full-time employees engaging in OCB behaviour, part time employees have been seen less helping than the full-time employees, but they had no difference in voice behaviour (Huang et al, 2004, Stamper and Dyne, 2001).

In literature, various studies have also identified that task environment also influence the OCB engagement in the organization. According to Bogler and Somech (2004) and Torraco (2005) work design studies have found that work characteristics influences employee's organizational behaviour and job outcomes like performance and OCB due to the psychological factors. This is found as,

positivity of the work environment leads to positive attitude, positive behaviour and positive experience, which ultimately leads to enhanced self-efficacy (Bandura, 1997). This self-efficacy is a very important antecedent of OCB. Hence, as per Kao (2017), work design in organization stimulates the self -efficacy and service-oriented OCB in organization. Farh et al., (1990), studied how the task characteristics like task scope, variety, feedback, autonomy in the working, significance of the task and identity of task develops intrinsic motivation and how it directly influences OCB in the organization.

The theoretical and empirical relationship between task scope and satisfaction among employees has already been established by Hackman and Oldham (1980).

As per him characteristics of task develops sense of personal accountability for achieving certain level of performance, hence the employee takes all the necessary steps, whether those comes under the formal job description or not. Farh et al., (1990) established in their study that task characteristics are important predictor of OCB in the organization.

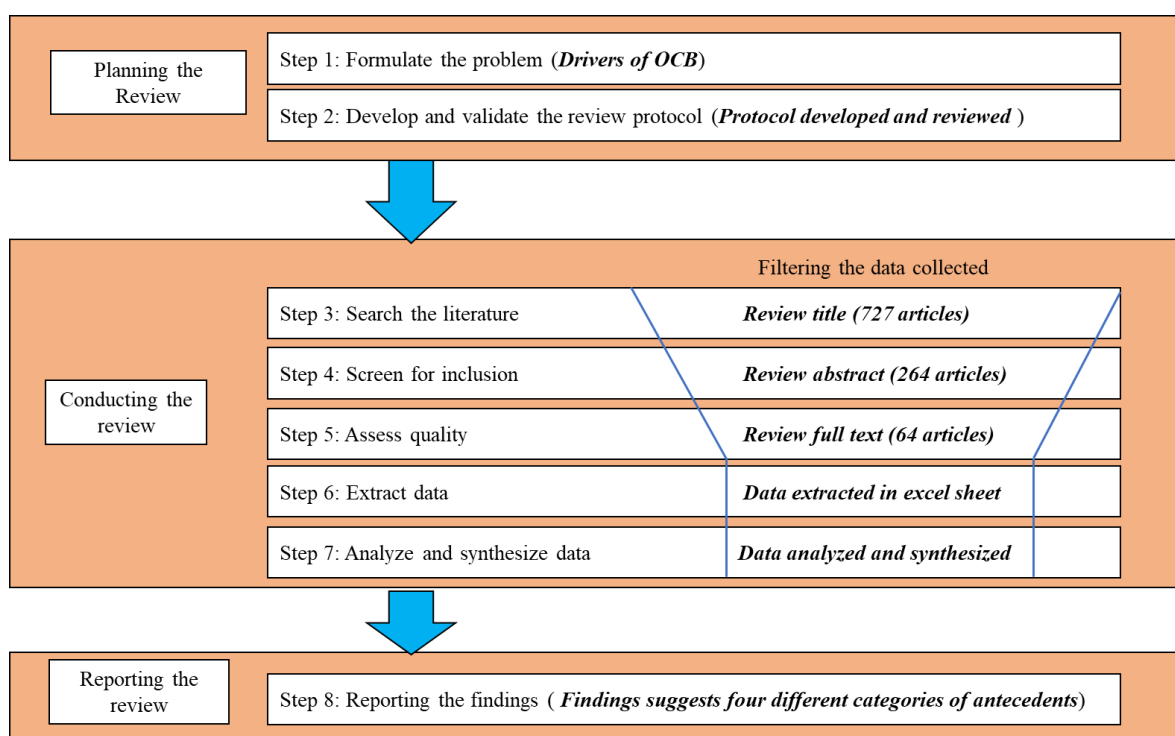


Fig. 1. Data Analysis funnel approach (adapted from Xia and Watson, 2019)

Further, the literature has also worked on relationship with leader and the employee as the important antecedent of the OCB in the organization. For instance, Farh et al., (1990), found in their study that leader fairness is an important predictor of satisfaction and OCB. As per the study leadership behaviours like supporting the subordinates, giving

contingent rewards, helping subordinates in taking initiatives correlates with satisfaction. As leader behaviour leads to fairness among the employees, hence it leads to OCB in the organization. Similarly, Sebastian et al., (2012) also found in their study that the transformational leadership was a significant predictor of employee organizational

identification which ultimately leads to employee OCB. As per Euwema et al. (2007), leadership of any type whether formal or informal has very strong influence on the individual or group level OCB. Literature says, OCB has been extensively studied in relation to leadership styles (Cohen et al., 2012; Lian and Tui, 2012; Piccolo and Coquitt, 2006). Literature also says that transformational leadership has better ability to develop relationship and trust with motivation and inspiration which helps in the development of OCB among the employees (Podsakoff et al., 1990). Similarly, Malik et al (2012), also established that leadership qualities with positive personality characteristic significantly enhances OCB in the organization.

The last category of antecedents of OCB, is the organization as the whole. The organizational factors like group cohesiveness, workplace deviance,

organizational justice has been found in the literature to be the important predictor of the OCB behaviours. For instance, Moorman (1991), studied the relationship between organizational justice (procedural justice and distributive justice) with OCB and found that procedural justice influences the OCB better than distributive justice. While, Levanthal (1980), also studied procedural justice and distributive justice and found that perception of distributive justice gets influenced by the perception of procedural justice. Further, APAYDIN1 and ŞİRİN (2016), studied the relationship between OCB, workplace deviance and group cohesiveness. The study found, workplace deviance negatively influences the OCB in the organization, similar results were found by Dalal, 2005 and Bukhari and Ali, 2009. While group cohesiveness positively influences the OCB. Chang et al., (2011) had also similar view for this.

Table 3. Literature Review

Focus Area	Literature
Evolution of Concept	Bateman and Organ (1983), Smith et al. (1983), Organ (1988), Feldman, 2001, Katz (1964), Katz and Kahn (1996), Konovsky and Pugh (1994), Podsakoff et al. (2000), He et al. (2019), Organ et al. (2006), Law et al. (2005), Organ et al. (2006), Podsakoff and Mackenzie (1994), Mascarenhas (2017), Williams and Anderson (1991), Van Dyne et al. (1994), Podsakoff et al. (2000), Cheng et al. (2011)
Importance	Kim et al (2018), Ma et al. (2022), Metallo et al. (2021), Mackenzie et al., (2011), Coldwell and Callaghan (2014), Podsakoff et al (2009),
Theoretical foundation	Blau (1964), Rousseau and Parks (1993), Blau (1986), Konovsky and Pugh (1994), Organ (1990), Cropanzano and Mitchell (2005), Anggraeni (2018), Chiaburu and Harrison (2008)
Antecedents	Malik et al. (2012), Konovsky and Organ (1996), Smith et al. (1983), Konovsky and Organ (1996), Piccolo and Colquitt (2006), Podsakoff et al. (1996), Podsakoff et al. (1990), Konovsky and Pugh (1994), Sagar (1994), Sharma et al., (2011), Zhang and Li (2012), Huang et al (2004), Stamper and Dyne (2001), Bogler and Somech (2004), Torraco (2005), Bandura (1997), Kao (2017), Farh et al., (1990), Hackman and Oldham (1980), Sebastian et al., (2012), Euwema et al.

	(2007), Cohen et al. (2012), Lian and Tui (2012), Podsakoff et al. (1990), Moorman (1991), Levanthal (1980), APAYDIN1 and ŞİRİN (2016), Dalal (2005), Bukhari and Ali (2009), Chang et al., (2011)
Outcomes	Mascarenhas (2017), Hidayah and Harnoto (2018), Troena and Noermijati (2013), Sadeghi et al. (2018), Purnama (2014), Organ and Ryan (1995), Blau, (1964), Podsakoff et al., (1997).

Propositions

On the basis of this literature review we could find that, factors like organizational structure have not been studied much in the relation of service firms, while in relation to leadership, service leadership impact has not been studied much in service sector, hence we provide future direction in the terms of proposition like;

Proposition 1: Organizational structure has a strong and significant impact on the organizational citizenship behaviour of the individual employee in service firms.

Proposition 2: Servant leadership has a strong and significant impact on the organizational citizenship behaviour of employees in service firms.

Conclusion

The findings of this literature review shows that the antecedents or drivers of OCB in service firms are basically categorized in basically four categories, which are related with the individual employee itself, the task environment of the employee, the relationship between the leader and the employee, and the organization as a whole. The most important factors related to individual employee itself are like job satisfaction, individual characteristics, etc. in task environment like, work design, self-efficacy, etc. In leadership and employee relationship factors like fairness, approach of leadership like transformational leadership, etc. Similarly in organizational factors like, group cohesiveness, workplace deviance,

organizational justice, etc. are the major drivers of OCB in service firms.

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