

Chapter 1

The Fundamentals of Organizational Citizenship Behavior

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ABSTRACT

This chapter reveals the overview of Organizational Citizenship Behavior (OCB); OCB and organizational factors; OCB and Counterproductive Work Behavior (CWB); OCB and organizational identification; OCB and leadership perspectives; OCB, social exchange, and organizational silence; and OCB, abusive supervision, and work engagement. OCB encompasses the positive and constructive task that employees do, of their own volition, which supports co-workers and benefits the company. When the employees feel like the citizens of the organization, they feel that their co-workers are their fellow citizens toward enhancing the helping behaviors. Organization will benefit from encouraging employees to engage in OCB, because it can increase productivity, efficiency and job satisfaction, and reduce costs and rates of employee turnover and absenteeism in the organization. The chapter argues that promoting OCB has the potential to increase organizational performance and gain sustainable competitive advantage in the modern workforce.

INTRODUCTION

Organizational behavior is the study of both group and individual performance and activity within an organization (Kasemsap, 2017a). Organizational citizenship behavior (OCB) is the discretionary behavior that is not directly rewarded by the organization but has been linked to the positive outcomes, such as the increased job satisfaction and the reduced turnover intention (Gilbert, Laschinger, & Leiter, 2010). OCB has significant importance in the workplace (Kasa & Hassan, 2015). OCB provides a method of managing the interdependencies among members of an organization, which increases the collective outcomes (Serim, Demirbağ, & Yozgat, 2014). Consideration of cultural differences in OCB has become

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more important over the last few decades, as the workforce has become highly diverse and people from many different ethno-cultural backgrounds work together (Ersoy, Derous, Born, & van der Molen, 2015).

OCB ideas include a wide variety of issues (e.g., employees, acceptance, responsibilities, adherence of rules, and organizational procedures) toward developing positive attitude and job satisfaction (Ahmadi, Nami, & Barvarz, 2014). Increasing organizational competitiveness is a major goal at the managerial level (Popescu, Deaconu, & Popescu, 2015). OCB consists of behaviors to perform the job and these behaviors contribute to the overall success of the organization (Yildirim, 2015). OCB is very important to organizations because they need employees who will do more than their usual job duties (Çınar & Karcioğlu, 2015) and will provide performance that is beyond expectations (Ng, Ke, & Raymond, 2014).

OCB continues to be recognized as a vital component to organizational effectiveness (Newton, Nowak, & Blanton, 2012). The unit-level OCB has a moderately strong relationship with unit-level performance (Whitman, van Rooy, & Viswesvaran, 2010). Individuals who think they have the power to influence the environment and the outcomes are inclined to engage in OCB (Magdalena, 2014). Personal values, group identification, and a sense of power significantly interact in predicting the change-oriented OCB of employees (Seppälä, Lipponen, Bardi, & Pirttilä-Backman, 2012). Challenge-oriented and affiliation-oriented OCBs have an organizational effectiveness through their impact on workgroup task performance (MacKenzie, Podsakoff, & Podsakoff, 2011).

This chapter focuses on the literature review through a thorough literature consolidation of OCB. The extensive literature of OCB provides a contribution to practitioners and researchers by revealing the issues and implications of OCB in order to maximize the impact of OCB in the modern workforce.

Background

Interest in OCB has grown substantially over the past 30 years (Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014). OCB is a key factor for today's organization toward overall organization effectiveness that has become the focus in the fields of psychology and management which gain great attention in the extant organizational behavior literature (LePine, Erez, & Johnson, 2002). OCB is an important role that is related to behaviors that go beyond formal duties (Organ, Podsakoff, & MacKenzie, 2006). If employees work in their own organization as good organizational citizens, they can contribute to the organization's overall performance in competition, and change it into both organizational trust and motivation in the workplace (Ghodratollah, Matin, & Amighi, 2011).

OCB is a concept which organizations require to survive in today's challenging and competitive environment (Serim et al., 2014). Podsakoff et al. (2000) mentioned seven ways that OCB contributes to excellent organizational performance: increasing coworker or managerial productivity; releasing resources so they can be used for more productive purposes; coordinating activities across work groups; reducing the need to devote the scarce resources to the maintenance functions; strengthening the organizations' ability to attract and retain the highly qualified employees; increasing the stability of the organization's performance; and enabling the organization to adapt more effectively to the environmental changes.

Organ (1988) identified five dimensions of OCB: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Altruism involves the helpful actions that assist other workers' performance and facilitate the favorable working relationship. Courtesy implies behaviors which aim to help co-workers and prevent problems. Conscientiousness consists of behaviors that go beyond the minimum role requirements of the organization. Sportsmanship is the willingness on the part of the employee that signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining problems

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