A Study of Organizational Citizenship Behavior, Its Opportunity and Challenges

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Abstract

The study of organisational civic behaviour first became known in the late 1970s. Organizational citizenship behaviour (OCB), a concept from psychology in the workplace, is a person's voluntary commitment to a company or sector that is separate from the responsibilities that are contractually required of them. Organizational Citizenship Behavior (OCB) refers to actions taken by people in general that are advantageous to organisations in particular. For the organisation to perform better in the current competitive environment, immediate behaviours that address the needs of unforeseen situations are crucial. Co-workers engage in interpersonal citizenship behaviour when they go beyond the call of duty to help one another in a way that ultimately improves group and organisational functioning while also improving individual job performance. Employees that engage in organisational citizenship behaviours show that they feel more or completely in charge of the work they do and how they do it. Employees have the choice of what they want to devote more time to and how they want to go about achieving it. A person of an organisation's psychology towards his or her attachment to the company they work for is described as having an organisational commitment. The degree to which employees believe they must remain with their company is referred to as their continuity commitment or citizenship. An employee that is consistently devoted to the organisation does so because they need to continue working there.

Keywords-Organizational Citizenship Behavior, Individual Behavior, Individual Commitment, Work Attitude, Job Satisfaction, Employee Engagement.

Objectives:

Following are the objectives of this review paper

1. To understand the OCB importance, predecessors in terms of personality and attitude.

2. To know OCB- practices, roles of leadership and group

3. To study OCB concept, evaluation, worthiness, and potential.

1 INTRODUCTION

The employee perspective at the workplace has changed in the twenty-first century. Similar to New Zealand, there organisational hierarchical structures flatter or low-emphasized, it is crucial to develop better interactions among coworkers, especially in medium-sized or small firms. The definition of citizenship behaviour includes the essential elements of helpful and supportive of coworkers in a way that benefits the organisation and working towards the organization's goals.

Since its creation, organisational citizenship behaviour (OCB) has attracted a lot of academic attention. It is assumed to be something unquantifiable because OCB is never formally acknowledged or honoured and because ideas like friendliness and helpfulness are also challenging to measure and justify. As per [12-13], and [5], the OCB consistently has a favourable effect on organizations, with organisational effectiveness increasing by 18 to 38% across different measurement axes.

This essay offers a definition of OCB, some advice on how OCB can improve worker performance and wellness, and information on how OCB will benefit the entire business. The means to promote OCB in the workplace, the metrics that may be used to measure OCB, the costs associated with doing so, and any potential drawbacks should all be identified.

2 REVIEW OF LITERATURE

Employers seek and require people who can perform tasks that are not listed in a job description. The research suggests that companies with these types of employees perform better than those without. As a result, organisational citizenship behaviour is a dependant variable in several human subject investigations. Individual behaviours that are advantageous to the company but not directly connected to the official incentive system are referred to as organisational citizenship behaviour (OCB). OCB and its efforts and impacts on organisational performance are the subject of several research studies, however they have varying perspectives and are insufficient.

The review paper represents an attempt in this direction. The paper's primary goal is to familiarise the reader with the OCB from an organisational standpoint. The authors provide a thorough overview of the precursors of OCB, including role clarity, organisational commitment, organisational justice, and individual characteristics. The impact of these predecessors is linked to five organisational performance indicators, including decreased absenteeism, decreased turnover, employee happiness, and loyalty. The report also emphasised the necessity, significance, benefit, assessment, and potential of OCB.

2.1 Organisational Citizenship Behaviour

Although organisational citizenship behaviour (OCB) has gained attention since the word was first used in the late 1980s, the notion itself hasn't changed much. The term 'OCB' refers to the action an employee takes voluntarily and independently, frequently in addition to their specific contractual obligations. Thus, it is not required. Although OCB may be evident in the ratings of a supportive co-worker or improved performance reviews, OCB does not always explicitly and publicly recognise or reward its employee in the firm, for example through salary increases or promotions. In this manner, it can indirectly make obtaining prizes in the future easier. Finally, and most importantly, OCB must encourage efficient operation inside the business [9].

OCB serves a purpose and is synonymous with the idea of discourse performance, which is characterised as behaviour that promotes the social and psychological context in which task performance occurs [5]. While acknowledging that employees are recognised and rewarded for engaging in OCB and that this reflects the flexible attitude and personality of workers roles in this modern era of the workplace, the understanding that OCB refers to going the extra mile or above and beyond to assist coworkers at work is a fundamental idea that is known to many, and these ideas continue to be popular in discussing OCB. For instance, OCB could involve volunteering to switch shifts, offering to help a new employee get acclimated to their position and the office, or helping a colleague who might be behind on deadlines. OCB measures organisational behaviours like volunteering to plan office events or working overtime without expecting compensation or benefits.

2.2 Advantage of OCB

Employee performance is improved by OCB, which benefits the organisation as a whole.

Only a 0.4 association exists between OCB and job satisfaction (Organ, 1988). A piece of empirical proof for the generally accepted idea that contented employees perform better and foster a nice work environment, however this is linked rather than causal. Job satisfaction will, however, have an impact on some performance categories, particularly those that relate to citizenship behaviour. Employees that cooperate well with one another are more willing to make concessions and sacrifices and are simpler to manage. Employees that go above and beyond to help others, without complaining, and with a little more effort are a common sight in OCB.

Performance of employees is tripled. OCB users typically earn higher performance ratings from their supervisors [12]. It is because those who participate in OCB are more likely to be seen favourably, or it could be for more professional reasons like the belief of the superior that OCB is essential to the expansion of the company, or the perception of OCB as a form of employee involvement due to its voluntary nature [10]. The second effect is that receiving higher performance ratings is associated with receiving awards and advantages like wage raises, bonuses, promotions, or employment-related perks [12]. Thirdly, in the event of a downturn in the economy or a reorganisation, these personnel will be less likely to lose their jobs [10].

2.3 Predecessors of OCB

Since OCB is beneficial to all businesses and organisations, it is important to think about the elements that influence OCB participation at work. Three general categories—personality/trait, attitudinal, and leadership/group factors—are used to classify the Predecessors of OCB. Although certain employees will more naturally be inclined to engage in OCB than

others, the influence of personality on disposition to show OCB is limited. As the other two categories are more intelligent, it is possible to cultivate their attitudes and change their leadership and cluster traits to promote employee engagement in OCB.

2.4 Personality

Conscientiousness, agreeableness, neuroticism, and extraversion are the five personality qualities we are concerned with and they are connected with OCB. However, the connection is rather marginal, with one study showing values between 0.15 and 0.22 [11]. The next list of attitudes relating to the workplace has a significantly stronger association with OCB and will be a better gauge of OCB. Research reveals a 0.24 association between conscientiousness and outcome (Borman, Penner, Allen & Motowidlo, 2001).

2.5 Attitudes

Satisfaction of Job, employee engagement, commitment by organisational, motivation, and the degree of trust between an employee and his or her co-workers and superiors are some other ways that can be used to quantify an OCB in this context. By Bateman and Organ (1983): A group of optional workplace activities that go above and beyond the responsibilities of the job are referred to as organisational citizenship behaviour (OCB). They are frequently characterised as doing in ways that are beyond the call of duty. Since its launch approximately 20 years ago, OCB research has been extensively conducted. Organ and co. (2006) the term "morale" has been expanded to include job satisfaction, perceived justice, affective commitment, and leader consideration. Morale and OCB have a 0.69 correlation. (2010) Chahal and Mehta: The job-related constructs that will influence OCB are job satisfaction, which has been proven to have the greatest association at 0.9 (the other three components vary between 0.72 and 0.76). Personality, perceptions of fairness and motivation, and role perception.

2.6 Characteristics of Leadership

Organ and others (2006) - If implemented properly, the following leadership design will promote OCB in a number of ways, while the requirement for leader-member exchange (LMX) is also essential.

Mutual trust and feel characterise the quality of LMX, which is only the exchange relationship and style of contact between a superior and subordinate, and each party feels eager to reciprocate the polite and unselfish actions that promote OCB.

2.7 Characteristics of Group Performance

According to Organ et al., 2006 Group cohesiveness that is facilitates trust and satisfaction the desire to stay in the group, team-member exchange (TMX), group potency that is generates synergy and facilitates cooperation, and perceived team support that is concern for each other's well-being are the four factors that have been identified in this area. An increase in coworker-directed, OCB will result from improvements in any one of these four categories, especially if the organisation values collaboration and teamwork.

2.8 Practices of OCB in the workplace

According to Organ et al., 2006, the extent to which employees exhibit OCB is a function of ability, motivation and opportunity.

The Predecessors outlined in the previous section of this paper can be utilised as models to increase employee motivation, for example, by encouraging better interactions between managers and staff and among workers as a whole. Here are some additional recommendations for promoting OCB in the workplace.

2.9 Social environment in office

A setting at work where employees can demonstrate OCB to the fullest. Certain group norms (e.g., everyone should keep to themselves, no one should approach the boss) can limit employee initiative and abandonment, which will reduce OCB instances. Although breaking group norms may not be simple, there are other ways to encourage employees to be more socially active. For example, you may encourage staff to participate in workplace rituals and events, host more office events, or plan office-wide birthday and lunch celebrations.

2.10 Awareness in Supervisors

Management will become more knowledgeable about OCB employee habits after receiving education or training about it. In order to promote OCB, supervisors may decide to incorporate it in performance reviews or create their own informal reward or recognition system.

2.11 Ethical Practices in Hiring

An energetic, intelligent, attentive, and eager employee with a very optimistic perspective and can-do attitude will be more likely to engage in OCB, even if attitude and personality have no bearing on OCB. If your interview or hiring process includes psychometric testing, think about looking for personality qualities associated with OCB and having this employee encourage others to perform OCB.

2.12 OCB - Formation and Assess

According to Organ, 1988, the most popular dimensions used to measure OCB are found in the 5 factor model

The first two are referred to as individual-directed behaviour (OCB-I), while the latter three are referred to as organization-directed behaviour (OCB-O). Something like "I always try to get my colleagues out of the way" would be an example of OCB-I (altruism), while "I don't mind remaining late to finish my work even if I'm not paid" would be an example of OCB-O. Questionnaires have been produced and targeted for each of these constructs (sportsmanship). These kinds of polls can be used over time to track OCB in the workplace or gauge the success of treatments.

When considering OCB from the perspective of having distinct facets, these assemblies are also helpful. If you discover that your workplace is, for instance, lacking more OCB-O than OCB-I, you may decide to focus and encourage OCB-O factors, such as fostering civic virtue by encouraging employees to participate in social events and meetings.

2.13 Intelligent Investment - OCB

One of the most important aspects of OCB is the demonstrated fact that, despite the fact that senior staff typically recognise and reward it, employees do not fundamentally connect engaging in OCB with reward gain (especially OCB-I or altruism and courtesy-related behaviours), and do not expect rewards (Organ, 1995). Given that OCB has such a large impact on the effectiveness and outcome of the organisation and that employees do not expect to be compensated for their work, OCB should be seen as a viable strategy for increasing organisational revenue and lowering costs, such as through low rates of employee turnover and absenteeism. Also, it improves the social climate at work since cooperative people are more productive, and it raises employee performance and production.

The cost will go up if managers actively look for ways to compensate employees for participating in OCB, but the firm will benefit greatly in the long run. If supervisors additionally need specialised training or a meeting that takes a few hours out of their regular schedule to improve their awareness and involvement of OCB, there may be additional expenditures that could arise.

The expenditures of administering and interpreting the results of an office- or department-wide survey are also included in OCB evaluation. If interventions are being used, the assessment component is crucial, especially if the treatments involve costs. Evaluations should be conducted both before and after interventions are implemented to see whether they have had a positive effect on OCB levels in the workplace.

2.14 OCB: Potential Pitfalls

Main Issues in OCB in your workplace.

2.15 Discrimination

Heilman & Chen, (2005) Men in OCB receive greater rewards than women, according to research. It pays close attention to any underlying gender expectations. Some citizenship actions are demanded of women more so than of men.

2.16 Organisational justice

If some managers reward OCB more than others, there may be an increase in the perception of injustice among particular groups of workers based on gender. 2004's Marcus & Schuler - This causes OCB among those employees who are not compensated for it to decline, but it may also have other unintended consequences due to a sense of injustice, such as an increase in unproductive conduct like theft and absenteeism.

2.17 Habituation

If the superior consistently recognises OCB, you might observe that over time, OCB levels increase among all other employees in the company. Working overtime, for example, which was originally seen as OCB, can now be expected of employees and has evolved into an organisational norm. Citizenship pressure, which we will now explore, is a recent

phenomenon that, though debatable, may have a negative effect on employee stress levels. (Bolino, Turnley, Gilstrap & Suazo, 2010).

3   CONCLUSION

An OCB has been observed in a wide variety of unusual shapes and forms. The kind, approachable seniors who show new hires around the office and introduce them to other staff members are also examples of employees who go above and beyond the minimum requirements. These colleagues are also knowledgeable, helpful, and creative. Senior staff members who are able to roll with the punches are also examples of employees who go above and beyond the minimum requirements. Employees support the organisation by improving one another's performance and productive efforts, which is reflected in lower costs and higher profits at the organisational level. These sorts of OCB should be actively supported and strengthened.

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