Organizational Citizenship Behavior: Construct, Antecedents, and Consequences

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Definitions of OCB

- Discretionary behavior on the part of the employee that is not formally rewarded or recognized by an organization, but in aggregate will promote the efficiency and effectiveness of an organization (Organ, 1988: 4)

Definitions of OCB

- activities at work that "do not support the technical core itself as much as they support the organizational, social, and psychological environment in which the technical core must function (Organ, 1997; from Borman & Motowidlo, 1993)

Forms of OCB

- Altruism
- Conscientiousness
- Sportsmanship
- Courtesy
- Civic Virtue

How I conceptualize research issues

Research Issues

- What leads to OCB?
- How to conceptualize OCB?
- What are the consequences of OCB?
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Why people perform OCB?

- An almost altruistic assumption
  - OCB behavior is discretionary and there is no guaranteed, formal reward, employees perform these behaviors because they are “cooperative” (or nice)
- Conceptually, related to a higher level of exchange
  - economic versus social exchange

Antecedents

- The area of most research
- Meta-analysis by Organ and Ryan (1995)
  - used an old scale (Smith, Organ & Near, 1983, JAP)
  - only 2 dimensions: altruism and compliance
  - found job satisfaction, organizational commitment and fairness to be important antecedents

My research

- My early work on antecedents
  - Time press, Type A personality and OCB
    - a lab study and a field study
    - not successful in publishing (94, 95, Psychological Reports)

- My recent work on antecedents
  - LMX denotes the relational dimension of work context
  - perceived job mobility denotes the calculative dimension of work context
  - a field study, data collected in China
  - found that LMX and job mobility mediated the effects of affectivity on OCB
  - found that LMX was related to both in-role performance and OCB
  - perceived job mobility negatively related only to OCB
  - raised the issue of why people perform OCB
  - may be there is an instrumental component to performing OCB

My work on antecedents

-Disposition, LMX, perceived job mobility and OCB (Hui, Law & Chen, 1999, OBHDP)
  - project started in 95
  - personally convinced that disposition is an important determinant of OCB
  - effects of disposition on OCB should be mediated by contextual considerations
Consequences

- Podsakoff, MacKenzie & Hui (1993, Research in Personnel and Human Resources Management)
  - previous untested assumption that OCB is related to effectiveness and efficiency of an organization
  - suggested that managers paid important attention to OCB type behavior when making performance evaluations
  - raise the issue of the consequences of OCB

Consequences

- Can OCB be conceptualized as a form of withdrawal behavior that precedes turnover? (Chen, Hui & Sego, JAP, 1998)
  - other forms of withdrawal behavior: absenteeism, tardiness

Consequences

- OCB appears to fit the requirements of withdrawal behavior
  - not as extreme
  - discretionary in nature (should show stronger effects than constrained behaviors)

Consequences

- field study, data collected in Hainan, China
  - controlled for age, gender, job tenure, organizational commitment, job satisfaction, job reward, job investment, job alternative and turnover intention
  - found OCB to predict actual turnover
  - also raise the issue of why people perform OCB
    - “If I am leaving, I am not going to do extra”; or
    - “I am doing extra only if I am staying”
    - may be OCB has an instrumental element

Consequences

- Examine the instrumentality of OCB (Hui, Lam, & Law, 2000, JAP)
  - are OCB performers more likely to be promoted?
  - how do instrumentality and promotion affect employees’ performance of OCB before the promotion?
  - how do instrumentality and promotion affect employees’ performance of OCB after the promotion?

Consequences

- Field quasi-experiment
  - study issues in a field setting: a bank where periodic promotion decisions are made; personnel used to filling out questionnaires
  - treat promotion as an intervention
  - measure instrumentality (self-report)
  - measure OCB
Consequences

- Design
  - 2 (low vs high instrumentality) x 2 (promoted vs not promoted) x 2 (before vs after promotion) repeated measures design

Consequences

- Method
  - participants mailed questionnaires directly back to researcher
    - Measured self-report instrumentality, self-report and supervisory-rated OCB three months before and after the promotion announcement
  - identify who was promoted and who was not promoted from company record

Consequences

- use staff ID to identify and match records:
  - company personnel do not have access to other data
  - researchers do not have access to employee names

Consequences

- Major findings:
  - OCB significantly related to promotion
  - employees who perceive OCB to be instrumental to their promotion more likely to perform OCB before promotion
  - high instrumentality and promoted employees declined the most in OCB after promotion

Consequences

- Other than instrumentality, how may OCB affect important organizational outcomes?
  - Few have examined specific manners in which good citizens contribute to organizational effectiveness, except for Allen & Rush (1998) who showed that OCB -> performance judgements -> organizational rewards

Consequences

- Consider what kind of contribution good citizens can make (Hui, Lam, & Schaubroeck, 2001, AMJ)
  - Want to take a proactive approach to examining how good organizational citizens may contribute to an organization
  - Can we train good organizational citizens to be effective leaders in providing quality service?
Consequences

- Propositions
  - We propose that good organizational citizens could actively contribute to an organization if proper guidance is provided
  - Specifically, we suggest that good organizational citizens can be trained to enhance an organization’s service quality

- Consequences
  - Linking service quality with OCB
    - To succeed in providing quality service
      - Management of the people who are providing the service is essential

- What kind of people?
  - To succeed in taking a leadership role in providing quality service requires, among other things, a willingness to go above and beyond one’s minimal job requirement
  - Willingness to serve
  - Influence over others to serve

- How may good citizens exercise leadership in service quality?
  - Credibility as a service provider
  - Role model as a service provider
  - Possible role of these citizens within the organizational network
    - Researchers have argued that those who are central within a network have power and influence
    - It is possible that good organizational citizens occupy a central role in their networks by virtue of the citizenship behavior they perform

- Good citizens are more likely to take initiatives in providing quality service than other citizens would
  - Behaviorally, good organizational citizens demonstrate such initiatives by helping others and by serving in a manner that is above and beyond the minimum requirement.

- Good citizens and training
  - Good citizens may not automatically provide effective service to the customers of an organization because different organizations may have different quality schemes and definitions of service quality
  - A common approach used by organizations to align organizational schemes with employee behavior is training
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Consequences

- Method
  - Sample:
    - 189 tellers in three branches of an international retail bank
    - Branch A: 58
    - Branch B: 66
    - Branch C: 65
    - Sample space for branches: 43, randomly selected
    - no significant differences between the participants in the three branches in their ages, education levels and organizational tenure

- Quasi-field experiment
  - randomly assigned conditions to branches
  - Branch A: comparative branch
  - Branch B: randomly chose 6 service quality leaders
  - Branch C: selected 6 service quality leaders based on OCB
  - 2 supervisors recorded 10 names each of good citizen, identified 6 matched names

- Consequences
  - My Research
  - Trained service quality leaders together on how to provide quality service
  - Used bank's own quality scheme
  - Trainer was an independent management consultant, blind to treatment condition

- Dependent Variables
  - customer satisfaction ratings
    - 132 customers from Branch A, 142 from Branch B and 150 from Branch C indicated how satisfied they were with the services provided by the tellers of the branch 2 months after completion of training

- Consequences
  - survey of the tellers
    - self report of conformance to the bank’s service quality scheme
    - one month before and two months after training
    - 7-item, Cronbach’s alpha = .89

- Consequences
  - 5-point frequency scale
    - (1) have a ‘first time right’ attitude when provide service to customers
    - (2) identify customers’ needs when they approach for assistance
    - (3) listen to the needs of each individual customer,
    - (4) look smart and confident
    - (5) give personal attention to customers
    - (6) always be willing to help customers
    - (7) provide prompt services to customers
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**Consequences**
- Direct observations by teller supervisors
  - Supervisor report of employee conformance
  - One month before and two months after training
- Results – Customer ratings
  - One-way ANOVA
  - Branch C significantly higher than Branch B and Branch B significantly higher than Branch A
- Self-ratings of conformance
  - Repeated measures ANOVA
  - Significant interaction between time and branch, Branch C had greatest improvement over time, Branch B also had significant improvement

**Construct Definition**
- Is there a difference in how different people define what constitute extra-role behavior? (Lam, Hui, & Law, 1999, JAP)
  - Morrison (1994) showed that supervisors and subordinates would differ in how broadly they define extra-role performance; but did not offer directional hypothesis
- We argued that role definitions differ across:
  - Rank: supervisor vs subordinate
  - Nation: along power distance dimension
  - Interaction of rank and nation
- Sample
  - 431 tellers in 4 national branches of an multinational bank: Hong Kong, Japan, Australia, USA
- Task
  - Subordinates and their immediate supervisors rated the extent to what a specific OCB item was an expected part of their jobs
- Analyses: Scale properties
  - Scale should have conceptual equivalence: should have the same components (dimensions) and similar relations among its components across culture or samples
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Is there anything at the organizational level that would predict OCB? (Lee, Hui, Tinsley and Niu, 2006, JIBS)
- OCB is a form of extra-role performance, hence, it is something that may more likely occur when one has time
- Organizational temporal norm: future versus schedules and deadlines
- Individual’s goal orientation: mastery versus performance

Three questionnaires:
- Two subordinate questionnaires for the participants
  - First: goal orientation and the demographics items
  - Second: organizational temporal norm
  - The two subordinate questionnaires were administered three months apart
- Third for their immediate supervisors
  - questions on the performance and organizational citizenship behavior of the subordinate

Temporal orientation
How can OCB contribute to an organization