

Organisational Behaviour

The Dimensions and Antecedents of Organisational Citizenship Behaviour (OCB)

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Abstract

There has been a rapid change in the functioning and positioning of productions and services to the customers. In bringing those changes Human Resource of any organization has made key contributions. With the increasing importance of human resource in the recent times Organizational Citizenship Behavior (OCB) has been widely studied and more sought after research topic in organizational behavior. This topic has not only been researched on the organizational behavior ground, but it has also been researched in the social psychological ground. It has been studied since mid-1960s. Katz (1964); Organ (1988, 1990); Graham (1991); Podsakoff (2000) are some of the researchers who have hugely contributed to the theory of Organizational Citizenship Behavior. OCB is a moderately new idea in performance analysis, however, it speaks to an exceptionally old human behavior of deliberate activity and common support with no appeal for pay or formal remunerates consequently. Dennis Organ initially presented the idea in the mid-1980s and Concept has got the force in later a long time.

Organ (1988) defined OCR as a behavior of an individual that is discretionary in nature and has no relation to the reward system of an organization, but it is very instrumental in the overall effective functioning of the organization. Joireman (2006) explained OCR as a behavior, which does not fall into regular expectations. It reflects something, which is not routine. Katz (1964) explained OCR as behavior which doesn't fit into the regular behavior but plays an extra role. Organ and Bateman (1983) on the work of Katz (1964) further explained that OCR is a by-product of day to day relational exchanges in our social lives.

Literature Review

'The Dimensions and Antecedents of Organisational Citizenship
Behaviour (OCB)'.

[Author]

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Introduction

There has been a rapid change in the functioning and positioning of productions and services to the customers. In bringing those changes Human Resource of any organization has made key contributions. With the increasing importance of human resource in the recent times Organizational Citizenship Behavior (OCB) has been widely studied and more sought after research topic in organizational behavior. This topic has not only been researched on the organizational behavior ground, but it has also been researched in the social psychological ground. It has been studied since mid-1960s. Katz (1964); Organ (1988,1990); Graham (1991); Podsakoff (2000) are some of the researchers who have hugely contributed to the theory of Organizational Citizenship Behavior. OCB is a moderately new idea in performance analysis, however, it speaks to an exceptionally old human behavior of deliberate activity and common support with no appeal for pay or formal remunerates consequently. Dennis Organ initially presented the idea in the mid-1980s and Concept has got the force in later a long time.

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Organ (1988) defined OCR as a behavior of an individual that is discretionary in nature and has no relation to the reward system of an organization, but it is very instrumental in the overall effective functioning of the organization. Joireman (2006) explained OCR as a behavior, which does not fall into regular expectations. It reflects something, which is not routine. Katz(1964) explained OCR as behavior which doesn't fit into the regular behavior but plays an extra role . Organ and Bateman (1983) on the work of Katz (1964) further explained that OCR is a by-product of day to day relational exchanges in our social lives. Walz and Niehoff (1996) described OCB as behavior, which is due to organizational activities in the society. It has relationships with other societal activities as well. (MacKenzie

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, 1991; Organ, 1988; Podsakoff and MacKenzie, 1994; Smith, 1983) suggested that OCB is not individualistic in nature but it is collective in nature. It has lots to contribute to the proper functioning of the organization and ultimately the success of the organization. In this doing this OCB contributes in many ways.

Dimensions and Antecedents of Organizational Citizenship Behavior (OCB)

There are various transformations that happened since its inception as a concept. (Smith, 1983; Bateman & Organ, 1983) advised two dimensions of OCB; a) general compliance and b) altruism. The general compliance means employee should work as per the company guidelines and altruism means in doing so employees can help others as well but just related to their work. Various researchers later modified these dimensions. In doing so Organ (1988) came up with five dimensions of OCB.; Altruism ; civic virtue ; conscientiousness; courtesy; and sportsmanship .

- **Altruism:** It is an act of caring or sympathizing toward the welfare of others. It helps other people who have been truant, or helps other people who have extreme workloads.
- **Courtesy:** It takes organizations to attempt to anticipate issues with different laborers. It does not misuse the privileges of others.
- **Civic Virtue:** It indicates that attending meeting or team gathering not required, yet it viewed as imperative. It stays up to date with changes in the organization.
- **Conscientiousness:** It indicates that employees do not take additional breaks. It is mandatory that they obey organization's principles and regulations mostly when there is no watchdog.

- **Sportsmanship:** It takes a considerable measure of time about things, which are of not that importance. It continuously concentrates on what's wrong. It doesn't look at the positive aspect because it aims to correct the wrong side.

In 1997, there was more modification done by Organ by classifying those dimensions into three broad dimensions, namely; helping, courtesy, and conscientiousness. Williams and Anderson (1991) later came up with two types of OCB; Behavior related to the specific employees in the organization such as courtesy and altruism and other behavior which is related to the whole organization in the form of conscientiousness, sportsmanship and civic virtue. Some behavior researchers believe that job satisfaction is the only single dimension of OCB. Penner (1997); Robert (1993) claims that job satisfaction is directly related to the Organizational Citizenship Behavior and thus it has greater influence than other factors mentioned by different researchers and scientists.

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Stephanie (2006) found that the employee was absolutely identified with service oriented Organisational Citizenship Behaviors, consumer loyalty, and client dedication, though full responsibility was not identified with these results. The degree to which the indicator variables connected with one alternate and the part of employment status of these connections was additionally investigated. High amounts of job satisfaction or emotional commitment brought about more service oriented Organizational Citizenship Behaviors for workers and independently employed laborers, while elevated amounts of both brought about more service oriented Organizational Citizenship Behaviors for managers.

Barrick and Mount (1991) in their research found out that private sector employees are lesser “agreeable” than those of public sector employees. The more that “agreeable” attitude

the more the organizational citizenship behavior. They have highlighted that “agreeable” alone is the key factor in organizational citizenship behavior. On this concept later, John and Srivastava (1999) with their addition came up with a theory which says, “ the employees who have higher agreeable are of more helping nature than those who have low agreeable”. Elanain (2007) supported this theory and concluded that there is a positive correlation between agreeableness and organizational citizenship behavior.

There are various antecedents, which came across during the initial research to the present research. Some of the common variables that have come across during the OCB to find out the antecedents of OCB are; demographical for example altruism and courtesy are regarded as feminism and civic virtue and sportsmanship are more of masculine in nature; job satisfaction which justifies a comparison between private employee and public employee; performance appraisal and reward at work in the form of bonus or allowance or may be promotion, there has been no reward for sportsmanship; organizational and procedural justice, factors such as trust, level of treatment etc falls under organizational and procedural justice and personality , agreeableness, introvert, extrovert, and other factors related to psychological contract; emotional intelligence , conscientiousness, civic virtue ,altruism, motivation whether self or due to other factors likes rewards, appraisals etc are the factors related to personality which effects OCB. Among these job satisfaction is the most instinctive antecedents of OCB. It was found that the correlation between OCB and job satisfaction is very simple. In the context of OCB the relationship OCB and job satisfaction is weaker than the correlation between job satisfaction and performance in a role. Apart from job satisfaction they also found out that justice, responsibility of organization, and support from leader is also related to OCB. Irrespective of the types of leadership, leadership also has a prominent role connection to OCB.

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- **Job satisfaction** - This varies from countries to countries. In some countries job satisfaction correlates with commitment, sense of responsibility, trust, and customer's perceived quality and so on. Most of these factors come from research done on Western countries. There is a fair chance that it can be different in Asian or African countries.
- **Commitment** – Irrespective of the types of commitment, depending on the work culture of different countries commitment has more or less the same sense. But there are due to the difference in work culture there may be differences in the score in organizational commitment.
- **Treatment** – It can be synonyms to equality, trust, justice and so on. Fair treatment leads to effective organization functioning and thus it is an important antecedent. Different cultures have different level of sensitivity to the treatment and thus the preference of these varies from countries to countries. The culture of a country has direct impact on the importance and the meaning of equality, trust, justice or overall treatment.

Conclusion

It has always been a matter of concern to run an organization effectively and efficiently. Because of this the importance of study of Organizational citizenship behavior (OCB) has attracted attention of researchers and scientists. The dimensions and antecedents of Organizational Citizenship Behavior (OCB) are mainly concentrated to the psychological attributes of an individual and also the social influence is the key in both dimensions and antecedents identification. In understanding the dimensions and antecedents the role of culture is significant. Depending on country-to-country the preference and level of importance of these dimensions and antecedents varies and thus it has to be with individual country not in collective term. The country in Asia may have different understanding and value to trust or justice and the same will be with countries in African or American continents.

Commented [A5]: Nicely summed up

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Criterion	Levels of achievement		
	Exemplary	Good	Poor
Writing style and presentation are clear			
• Title	Title is concise and informative so readers can anticipate the contents of the contribution and interested people look forward to reading it.	The title gives a general indication of the material covered in the contribution, but have to read the document to fully appreciate what is covered. Some potential readers may be lost because they can't clearly anticipate the material covered by reading the title.	The linkage between the title and the text is not clear. Reader may skip the contribution because they don't appreciate its relevance.
• Introduction	Introductory statement clearly indicates the main purpose of the contribution and suggests the plan of organization, so the reader can anticipate the text that will follow.	Introductory statement indicates the main purpose of the contribution in general terms, so the reader has some idea of what will follow.	The introduction does not give an overview of the contribution so the readers are not sure what to expect as they read the text.
• Main Body	Main body of contribution makes connected points that clearly build the argument so the text flows from introduction to conclusion in a logical manner, thereby helping the reader to follow the thinking behind the text.	The main body presents a number of points that allow the reader to understand the argument, but lapses in the writing may force the reader to make some connections between the parts.	The text is not well structured so the reader must stop reading at times to try to makes sense of the text.
• Conclusion	The main point of the contribution is clearly indicated and reinforced so the reader can clearly remember it.	The main point of the contribution is indicated, but may be stated in an unconvincing manner.	The concluding section does not reinforce or revisit the main point so the reader is unsure about it and likely to misinterpret or forget it.
• Written expression	Sentences and paragraphs are well structured and clear so the reader can focus on what is written. Each paragraph has a topic sentence that indicates the subject matter.	Minor lapses in sentence structure, such as run-on sentences and unnecessarily complex sentence structures, force the reader to pause and reflect on the meaning of the text. Paragraphs present a complete argument, but may not flow so well.	Many sentences are poorly structured so the reader must stop often to reflect on the meaning of the text. Many paragraphs lack topic sentences or have poor flow so the main points and linkages among explanatory text are not clear.
• Grammar, punctuation and spelling	Grammar, spelling and punctuation are flawless, which allows the reader to focus on the message.	Some minor errors in grammar, spelling and/or punctuation detract from the quality of the text, but do not impair the communication.	Many errors in grammar, spelling and/or punctuation make reading the text difficult and communication is impaired.
Concepts and arguments are well developed			
• Accuracy	All information is accurately reported using appropriate terminology so the information is reliable.	The information is largely accurate but imprecise language could lead a reader to misinterpret aspects of the text.	Although the gist of the information is correct, there are problems with the interpretation of it. A

			reader can be misled by the text.
• Relevance	Connections between the contribution and the main topic of the discussion are clearly indicated.	Connections between the contribution and the main topic of the discussion are indicated or implied, but the reader needs to pause to clarify those connections.	Although the text is relevant, this is not clearly indicated, so the reader must guess how the text relates to the main topic.
• Significance	The reason why the contribution is important to the overall discussion is clearly described and discussed so the reader takes the contribution seriously.	The reason why the contribution is important is touched on but not elucidated, so the reader must make some interpretations about the author's view of the contribution's significance.	The contribution may include significant material but this is not indicated, so the reader must guess it.
• Clarity	The main points and new technical terms are clearly described and/or explained so the reader is left with no ambiguity about what was written.	Although the text is clear to informed audiences, unexplained points may leave room for alternative interpretations of the text.	Key points and new technical terms are not explained so the reader is confused.
• Independence	The contribution is completely self-contained so the reader does not have to read other contributions or published materials to understand what was written about.	The text is sufficiently clear that the reader can understand the main point without further reading, but some parts of the text are not clear without consulting earlier contributions or other sources of information.	The text is written in a manner that presumes considerable prior knowledge, so the reader must have a thorough knowledge of what has been written about the subject in order to understand the main point of the contribution.
Contribution is responsive to another contribution	The writer links ideas submitted by others to their own contribution in a manner that substantially strengthens the group's efforts to resolve the main problem. This linkage can include elaboration of what was previously written, a critique or questioning of it, demonstration of linkages among two or more earlier contributions, and/or utilization of an earlier contribution as a foundation to build your own.	The writer makes references to earlier works that are a starting point for new ideas but, apart from the reference to the earlier work, not much information is incorporated	The text mentions other contributions but neither explains the reference nor substantially adds to it, so there is no clear benefit to the resolution of the main problem from citing the earlier contribution.
Text is supported by references			
• Sources indicated	All information and ideas that are not commonly known are supported with references to sources, so the reader has confidence that the information is not based on hearsay or the writer's opinion or assumptions alone.	Most sources are indicated, but in only a few cases the sources are not given or are ambiguous, so the reader has to check some of the sources.	Sources are cited for some specific parts of the contribution, but no references are supplied for information and ideas that are clearly not the author's, so the reader has no idea of the validity and authority of the information.

<ul style="list-style-type: none"> Relevant references 	<p>Information, concepts and opinions are supported with references to published literature, especially primary (original) sources of information, rather than review articles or textbooks. This allows the reader to independently review the cited sources. More than one reference is cited to support key points, which adds strength and authority to the argument.</p>	<p>One or a few references are used to support the text. Thus the contribution is supported but this may be an idiosyncratic source. Some general references to textbooks are made that could have been replaced by primary references which are more thorough and authoritative.</p>	<p>Information comes from Web sites or other sources that have no recognized authority, so the validity or strength of the source is unknown.</p>
<ul style="list-style-type: none"> Citation style 	<p>References cited appropriately in the text, and the correct format is used in the text when citing information, so the reader clearly knows which information is attributable to which source.</p>	<p>Minor lapses in citation format do not prevent the reader from finding the sources in the reference list at the end of the contribution.</p>	<p>Citation format incorrect or poorly placed in the text, so citations distract from reading.</p>
<ul style="list-style-type: none"> Bibliographic information 	<p>The reference list contains complete bibliographic information (author's name(s), publication date, title, source, date web page accessed), so a reader can easily find the references for their own research. The authority of sources can be evaluated by checking them.</p>	<p>Bibliographic information largely complete, but some information missing so the reader may have difficulty finding some references. Most sources can still be easily checked.</p>	<p>Not all references are listed, information in the reference list is incorrect, or important information is missing from the reference list, so the reader is unable to find the same sources of information and the authority of sources is almost entirely unknown.</p>

Faculty Comments:

The work has been considered diversely. But the written tone and approach still can be improved significantly. That would not only improve the quality of work but also make the other efforts implemented in work impactful.