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Dimensions of Organizational Citizenship Behavior:

A Review of Literature

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Abstract

The Organizational citizenship behavior (OCB) is a useful and important concept of Human Resource Management and organizational behavior. Since Organ has proposed OCB in 1983, the academic research on it had been continued. Most of these studies focus the dimensions of OCB. However, since Organ proposed the concept, there is a debate among the researchers about the dimensions of OCB. Therefore there is a question that, what would be the most appropriate dimensions of OCB. In such a scenario this study tries to analyze the existing dimensions of OCB. Through the literature review, it is identified the mostly used five dimensions such as such as. Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue and the same is proposed as the directions for future research.

1 Introduction

The Organizational citizenship behavior (OCB) is a useful and important concept of Human Resource Management and organizational behavior. Since Organ has proposed OCB in 1983, the academic research on it had been continued. There are some researches and scholars conducted literature reviews of OCB. These reviews including the definition of OCB dimensions of OCB, the factors of OCBs, the positive or negative aspects of OCB and so on. However, since Organ proposed the concept, there is a debate among the researchers about the dimensions of OCB. Therefore there is a question that what would be the most appropriate dimensions of OCB. In such a scenario this study tries to analyze the existing dimensions of OCB and to propose dimensions as the directions for future research.

2. Introduction to Organizational Citizenship Behavior

The concept of organizational citizenship behavior (OCB) has become a popular research area in management which was first introduced by Bateman and Organ in 1983. Organ has defined OCB as individual behaviour which is discretionary, not explicitly or directly recognized by the organizations formal reward system, and which promotes the effective human functions of the organization. Further OCB is referred as a set of discretionary organizational behaviours which exceed employer's basic job requirements. These are often explained as behaviours that go even beyond the employer's call of duty. Research on OCB has been extensive from past three decades since it introduced. (Organ 1988; zhang 2011; Jahangir et al 2004). During the last decades the view in OCB was that job performance and job satisfaction were unrelated. However daring recent years, researchers found increasing evidence that job satisfaction related to OCB. Further more recent research during post twenty years has enriched empirical and theoretical knowledge base for OCB. (Organ 2018). As defined by Zayada (2018) the behavior of OCB as that voluntary behavior and is outside the scope from the main functional duties and is mainly depend on the cooperative aspect of the employee with an organization. It does not include the incentives or rewards as a results of doing so an the increase of effectiveness of organizational performance. Therefore OCB is a voluntary and optional behavior which stems from that of additional role than an employee must play at work. Organizational citizenship Behavior are not intended in to the satisfy of personal benefits. They are the behaviours of which an individual, who does not expect reward from an organizational and they are not punished for not doing it. So these are the positive behaviors that are excessively much more than what is defined in an organization. Thus OCB is characterized by non-coercive nature, optional and is not explicitly and directly reflect in the organization's administrative system. But OCB is of very great importance to the success and effectiveness of an organization to achieve its objectives.

3. Dimensions of Organizational Citizenship Behaviour

Originally OCB was organizing in to two dimensions as altruism and compliance by Smith, Organ and Near in 1983. Later researchers renamed compliance as conscientiousness. In 1988 organ added three more dimensions as courtesy, sportsmanship and civic virtue (Newland 2012). Later on Lin, Williams & Anderson; Ven Dyne et al and Podsakoff et al has further added different dimensions to the OCB, which is summarized in table 2.1 (Tabassum 2016).

Table 1: Dimensions of Organizational Citizenship Behaviour

No.	Name of the worker	Dimensions of OCB

1	Smith, Organ & Near(1983)	Altruism General Compliance
2	Organ(1988)	Altruism Courtesy Conscientiousness Sportsmanship Civic Virtue
3	Lin(1991)	Identification with the organization Assistance to colleagues Harmony Righteous Discipline Self –improvement
4	Williams & Anderson(1991)	Individual–directed OCB (OCBI) Organization –directed OCB (OCBO)
5	Van Dyne, Graham &Dienesh (1994)	Obedience Loyalty Participation
6	Podsakoff et al. (2000)	Helping behavior Sportsmanship Organizational loyalty Organizational compliance Individual initiative Civic virtue Self-development

Source:

Tabassum, R. (2016). The Study of Relationship Between Dimensions of Organizational Citizenship Behavior and Gender Difference: A Literature Review;*InternationalJournal of Science and Technology and Management, 05(2),*300-308.

The information given in Table 1, confirm that the dimensions identified by different researchers are not uniform. There are some similarities as well as differences. However according to Khiabani and Abdisableh (2014) the most acceptable dimensions are the five dimensions proposed by Organ. Newland (2012) and Raghoebarsing (2011) have explained the five dimensions based on the existing literature as follows;

1. Altruism

   This includes peacekeeping, altruism and cheerleading. The person is voluntarily helping other persons or preventing the occurrence problems that are work related.

2. Courtesy

   Try to prevent organizational problems by communication and making general consideration for others. This includes proactive gestures which consider consulting with another workers in their organizations before acting, giving notice in advance and passing information.

3. Conscientiousness

   Conscientiousness is the interpersonal behavior which benefits an organization as a whole. It refers the individual behavior which is not directed at another person. Employees going beyond their minimum requests of their organization. That is an extra role behavior and a beyond the minimal requirement.

4. Sportsmanship

   Persons willingness to deal with the poor situations without making eny complaints, willingness to sacrifice own personal interest for the benefit of the work group.

5. Civic Virtue

   Contributing opinions for important organizational issues and participating for the culture and life to the organization. This may be recognize when a person attends meetings, read memos and gives constructive type suggestions which benefit overall well-being of an organization, keep up date with industry changes, immediately reports suspicious activities and hazards and look for the best interest of the organization even under a high personal cost.

4. Conclusion

The information given in Table 1, confirm that the dimensions identified by different researchers are not uniform. There are some similarities as well as differences. However according to Khiabani and Abdisableh (2014) the most acceptable dimensions are the five dimensions proposed by Organ. Accordingly the recommended dimensions by this study are. Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue and the same is proposed as the directions for future research.

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