

Investigation of Organization Citizenship Behavior Construct A Framework for Antecedents and Consequences

Aykut Berber

Associate Professor, The Faculty of Management
Istanbul University, Istanbul, Turkey

Yasin Rofcanin

Ph..D. Student in Management and Organization Studies,
Whitman School of Management, Syracuse University, NYC, the USA.

1. Introduction

“An organization which depends solely on its blueprint of prescribed behavior is a fragile social system” (Katz, 1964:132).

Drawing upon the concept of suprarole behavior advanced by Katz and Kahn (1966); Organ (1977), Bateman and Organ (1983) were the first scholars who introduced the construct of organizational citizenship behavior (OCB) into extant literature. Defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system of an organization”, OCB construct has received a great deal of research attention in the last three decades. A closer look at researches conducted on OCB reveals that much of scholar attention concerned antecedents of OCB. Examples of these antecedents examined by researchers include job attitudes (Bateman and Organ, 1983), job cognitions (Organ and Konovsky, 1989), positive effects and moods (Smith, Organ and Near, 1983; George, 1991). The common aspect of all these studies is the argument that citizenships stem from an individual’s discretionary desire to help others or the organization. This consensus is rooted in two motivational bases proposed by Organ et al., (1977; 1988; 1990; 1997) which are job attitudes and personality dispositions.

In contrast to numerous studies (e.g. LePine, Erez, & Johnson, 2002; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Organ & Ryan, 1995) that aimed to explore antecedents of OCB, there is waning interest in researches examining the outcomes of citizenship behaviors at organizations (Bond, Galinsky, & Swanberg, 1997; Hochschild, 1997; Schor, 1991) especially in the last decades. Even though there is almost a consensus that citizenship behaviors are central for effective organizational functioning - an argument drawn largely from the work of Katz and Kahn (1966)- there has been few empirical studies that have addressed relationship between citizenship behaviors and organizational outcomes. In few of these studies, researchers have noted that citizenship behaviors may actually have unexpected products (e.g. Williams, 1999; Gutek, Searle, & Klepa, 1991) at both individual and organizational level. Some of these noteworthy outcomes are employee dissatisfaction, stress, burnouts at individual level and performance.

The good soldier assumption of OCB was first criticized by Leary and Kowalski (1990). They proposed that employees engage in certain behaviors that enhance their images at work places. On surface, many of these impression management strategies share certain aspects with citizenship behaviors. For instance helping one's supervisor may be a reflection of impression management strategies or simply an act of citizenship behavior. Following Leary and Kowalski's critical contribution (1990), many

studies focused on citizenship behaviors with questioning lens (e.g., Haworth & Levy, 2001; Rioux&Penner, 2001; Bolino, 1999; Eastman, 1994). Some scholars (e.g., Rioux&Penner, 2001; Bolino, 1999; Eastman, 1994) even argued that unless the motives behind citizenships are revealed, in certain cases impression management behaviors may mistakenly be coded as citizenship behaviors. They discussed that employees sometimes show citizenship behaviors not just to help others, but to look good, make others look bad and promote one's image in the organization.

In summary, since its original relationship with desirable job attitude (i.e. job satisfaction), OCB has almost exclusively been analyzed in a positive manner (e.g., Allen, Barnard, Rush, & Russell, 2000; Allen & Rush, 1998; Podsakoff&MacKenzie, 1994; Werner, 1994). However, that is not to say that prior researchers have never questioned the prevailing assumptions of OCB (e.g., Bolino et al., 2004; Rioux&Penner, 2001; Bolino, 1999; Eastman, 1994). The last two decades have witnessed rise in awareness of self-serving motives and negative connotations of OCB at work places (e.g., Vigoda-Gadot, 2007; Bolino et al., 2004; Bolino, 1999). The present paper than has two goals. First, it attempts to categorize previous studies regarding antecedents and consequences of citizenship behavior construct. Detailed examination of extant literature shows that citizenship behaviors need to be connected to not only its antecedents but also to its consequences at work places. Second, this study focuses on alternative motives which may underlie citizenship behaviors. Accordingly, previous studies on antecedents and consequences of OCB are categorized respecting these different motives and consequences that have received trivial attention. This paper offers a state-of-art research on OCB and aims to provide a picture of the construct since its first conceptualization by Organ (1977). The framework offered in this study will stress the importance of different motives underlying citizenship behaviors in the last three decades and will spot lights on changes observed in scholar perspectives regarding examination of OCB.

2. Background Research

In voluminous number of studies, scholars have sought to better understand organizational citizenship behaviors – employee behaviors that go beyond the role requirements and that are not directly recognized by formal reward mechanisms of organizations (Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Organ, 1988; Bateman and Organ; 1983). In general, attempts to measure this construct and relate it empirically to other variables date back to 1980s and these efforts have exclusively focused on identifying antecedents of OCB (Cardona, Lawrence, & Bentler, 2004; Moorman, Blakely, & Niehoff, 1998; Konovsky& Pugh, 1994; Organ, 1988, 1990). There is almost a consensus among scholars that citizenship behaviors typically stem from positive job attitudes (e.g., Organ & Ryan, 1995), task characteristics (Coyle-Shapiro, Kessler, & Purcell, 2004; Motowidlo, Borman, & Schmit, 1997; Morrison, 1994) and leadership behaviors and these empirical findings are not of recent vintage. These findings stress that employees perform beyond their official job requirements when they are satisfied with their jobs, when they derive intrinsic motivations out of their tasks and when they are supported by their leaders.

2.1.1 Positive Attitudes as Antecedent of OCB

The most eminent attitude that has been studied extensively in relation to citizenship behaviors is job satisfaction which is the aggregation of attitudes one holds towards different aspects of a job (Locke, 1976). Relationship of job satisfaction with citizenship behaviors is rooted in hypothesis "satisfaction causes performance" which has long intrigued scholars and earliest researches in this area primarily concentrated on employee attitudes and dispositions (Bateman & Organ, 1983; Organ, 1988; Smith et al., 1983). This hypothesis has not received strong and direct empirical support except for few studies that date back to fifties, and sixties. Among scholars who have focused on this relationship, Iaffaldano

and Muchinsky (1985) argued that relationship between performance and satisfaction is only illusory because common thinking is that they should be related and they were among the first scholars who questioned one of the most widely believed maxims of management which is that a happy worker is a productive worker.

The findings in extant literature establish the necessary conditions for job satisfaction to influence citizenship behaviors. The reasoning of this relationship is mostly grounded in concepts of Social Exchange (Blau, 1964; Adams, 1965) and in discussions that have concentrated on psychological contracts (Rousseau and Parks, 1993). According to Blau (1964), when employees are motivated from intrinsic and extrinsic satisfiers, they reciprocate and even go beyond formal requirements of their tasks. Studies following Blau's construct of social exchange, have stressed that fairness, trust, commitment variables strengthen the relationship between satisfaction and citizenship behaviors. The foregoing arguments emphasize that employee attitudes are noteworthy antecedents of citizenship behaviors.

The articles that are classified under this category attempt to lay the foundations and examine the positive antecedents of OCB. These articles were mainly concerned with construct definition of OCB which was of novel vintage for the time concerned and bulk of the researches related OCB with positive employee attitudes such as job satisfaction. Path breaking articles that dominated this decade and appeared in highly recognized journals were employee attitudes and dispositions (Bateman & Organ, 1983; Organ, 1988; Smith et al., 1983), impact of job satisfaction over OCBs (Iaffaldano and Muchinsky, 1985). Topics of selected articles show that job satisfaction has lost its appeal in recent studies.

2.1.2 Negative Attitudes as Antecedents of OCB

When Bateman and Organ (1983) described individuals, who go the extra mile out of commitment to their organizations as good soldiers; they paved path for a great deal of research that focused on trying to understand antecedents of such citizenship behaviors. However, over the years, the fact that OCBs can have alternative antecedents has been largely ignored. This omission is particularly troubling because the findings of a number of recent studies have indicated self-serving motives tend to drive OCBs in work settings. Bolino et al., (2004) noted that dissatisfaction with or disinterest in one's in-role responsibilities can drive employees focus on other tasks and can encourage these employees to volunteer for special assignments to avoid their normal duties. A related line of research (Spector and Fox, 2010; Joireman et al., 2006; Bolino et al., 2004; Haworth & Levy, 2001; Rioux&Penner, 2001) has also provided evidence for dissatisfaction with one's personal life that may act as driving forces for employee's extra task performance.

2.1.3 Self-Serving Motives as Antecedents of OCB

Scholars argue that employees may help others, stay late and require extra task responsibilities to foster a good image in the organization (e.g., Joireman et al., 2006; Bolino et al., 2004; Bolino and Turnley, 2005; Rioux&Penner, 2001; Reich, 2001; Gilbert & Silvera, 1996; Shepperd&Arkin, 1991; Schor, 1991). The further point of discussion is that employees may engage in citizenship behaviors that are observable and can be rewarded by their immediate supervisors. A related line of research thinking associates impression management construct with OCB and some authors also go further to argue that OCB and impression management are interdependent.

2.1.4 Personality as Antecedents of OCB

Like the notion that job satisfaction relates to citizenship behaviors, the idea that personality attributes and employee characteristics (O'Reilly & Chatman, 1986; Bateman & Organ, 1983; Smith et al., 1983) explain citizenship behaviors especially in situations in which there are not strong incentives, pressures, threats, or norms to behave in a particular manner has received attention of scholars for decades (Organ and Ryan, 1995; Kidder and McLean Parks, 1993). In many of these studies, the Big Five (e.g., Hense, 2000; Miller, Griffin and Hart, 1999; Neuman and Kickul, 1998; Van Scotter and Motowidlo, 1996) personality traits have been related to OCB. For people who rate high on agreeableness dimension, studies showed that they are predispositioned to help others, to think well of their colleagues and to anticipate needs of others.

Conscientiousness dimension of Big Five framework is found to be the strongest predictor of extra role performances of employees (e.g., Miller, Griffin and Hart, 1999; Hogan, Rybicki, Motowidlo and Borman, 1998; Motowidlo and Van Scotter, 1994). This personality dimension encompasses the personal traits of dependability, planfulness, self-discipline and perseverance. Scholars have linked these personality attributes to different forms of citizenship behaviors like generalized compliance, punctuality, good attendance, following the rules of group which are examples of civic virtue behaviors.

Neurotism and extraversion dimensions of Big Five framework may not be related to OCB straightforward but understanding these personality dimensions paved path for many scholars to see why employees do not engage in OCB behaviors. Other personality traits have also been studied as predictors of OCB behaviors in work settings (e.g. Fecteau et al., 2000 who studied locus of control; Early, 1989; Wagner, 1995 who focused on social loafing tendencies of employees; Moorman and Blakely, 1995 who concentrated on individualism-collectivism dimensions characteristics at employee levels) yet Big Five personality framework has captured many specific traits within a few broad personality traits and therefore is considered a holly grain among scholars.

2.1.5 Leadership as Antecedents of OCB

Focus of scholars on relationship between OCB and leadership is not of current interest (e.g. Northouse, 2001; Deluga, 1995a; 1995b; Schnake et al., 1995; 1993; Podsakoff et al., 1990; Smith et al., 1983; Greenleaf, 1977; Burns, 1978). Among voluminous theoretical contributions regarding leadership construct, Path-Goal Theory (Evans, 1970) offered primary insights. Inspired by Path-Goal Theory (role clarification behavior, specification of procedures and supportive leader behaviors) and Leader-Member Exchange theory of leadership (Graen&Uhl-Bien, 1995), many scholars argued that instrumental and supportive leader behaviors (e.g., Deluga, 1995a; 1995b; Schnake et al., 1995; 1993; Podsakoff et al., 1990) influence OCB because they are likely to be perceived by employees as helping behaviors on the part of the leader and in return, employees will feel obligated to reciprocate. Since supportive leader behavior concerns employee benefits and instrumental leader behavior reduces uncertainty on requirements of the tasks, employees reciprocate to these helping behaviors in return and engage in citizenship behaviors.

Another line of leadership that receives citizenship behaviors from employees is related to leadership reward and punishment (e.g., Bass, 1985; Burns, 1978). Consistent with bulk of findings (Podsakoff, MacKenzie, & Bommer, 1996a, 1996b; Podsakoff&MacKenzie, 1995; Podsakoff, Niehoff, MacKenzie, & Williams, 1993; Fahr et al., 1990) contingent reward behavior of leaders affect OCB positively and non-contingent leader behaviors shape OCB in a negative fashion.

Additionally, a detailed review by Podsakoff, MacKenzie, Moorman and Fetter (1990) stressed the importance of transformational leadership in order to elicit citizenship behaviors from employees. Transformational leaders get their subordinates exceed the performance expectations by establishing vision, providing an appropriate role model, encouraging acceptance of group goals, providing individualized support, intellectual stimulation and high performance goals. In same vein of thinking positive leadership attributes such as servant leadership, leadership empowerment behaviors have also stimulated citizenship behaviors.

2.1.6 Task Characteristics as Antecedents of OCB

Previous research has recognized that various task characteristics influence OCB. Task variables have been analyzed in substitute for leadership literature (e.g., Podsakoff, MacKenzie, & Bommer, 1996a, 1996b; Podsakoff & MacKenzie, 1995) and task characteristics were revealed to have consistent relations with citizenship behaviors. Common denominator of all these theoretical and empirical studies is they have identified several task characteristics that intrinsically motivate employees to perform the task. The most pronounced task characteristics include task autonomy, significance, feedback, identity, routinization, task interdependence, goal interdependence, and intrinsically satisfying parts of the current task. Consistent with expectations and stripped from extant literature, these task characteristics tended to positively influence OCBs.

2.1.7 Group and Organizational Characteristics as Antecedents of OCB

Several group characteristics received empirical support in terms of their influences on OCB of employees. Group cohesiveness, the quality of the relationship among group members, group potency and perceived group support are some of the eminent variables examined by scholars. In addition to group characteristics, the context of the organization bears significant shaping power on OCB of employees. The extent of organizational formalization, organizational flexibility, perceived organizational support, distance placed between employees and others in the organization, and organizational constraints are some of the variables that have been analyzed as predictors of OCB of employees (Buys et al., 2007; Boonzaier et al., 2001; Wayne et al., 1997; 2002).

2.1.8 The Effects of OCB on Individual Outcomes

A considerable body of research has linked engaging in OCBs with significant individual outcomes including the fact that they enhance managerial evaluations of overall performance, rewards, recommendations, awards and promotions (MacKenzie et al., 1991, 1993; Podsakoff, MacKenzie, & Hui, 1993). Additionally, a much related stream of research has stressed that employees who show OCBs are more likely to be assigned to high profile tasks and they may be given more opportunities for advanced training (MacKenzie, Podsakoff & Paine, 1999; Lowery & Krilowicz, 1994). Leadership literature has also clearly established that employees who reflect OCBs are more likely to receive individualized support from their leaders and they are more likely to establish closer leader member exchange relations (e.g., Allen and Rush, 1998; Kouzes & Posner, 1987).

2.1.9 Effects of OCB on Organizational Outcomes

Given growing realization that OCBs have significant consequences for employees, scholars have recently focused their attention on organizational level products related to OCBs (e.g., Allen & Rush, 1998; Podsakoff et al., 1997; MacKenzie, Podsakoff, & Ahearne, 1996; Walz & Niehoff, 1996; Podsakoff & MacKenzie, 1994; Karambayya, 1990). The argument that OCB affects organizational performance is one of the tenets of Organ's (1988) original definition of the construct. In a large body of research, scholars discussed that OCBs might increase the performance of an organization by enhancing coworker or managerial productivity, by freeing up resources so that they can be used for more productive purposes, by helping to coordinate work activities both within and across groups, by enabling the organization retain and keep best talent employees and by enabling the organization to adapt to environmental changes more effectively. Accordingly, Allen and Rush (1998) argued that organizational performance increases because employees who show OCBs free up various types of resources for more productive purposes. A very related stream of research (e.g., Podsakoff et al., 1997; MacKenzie, Podsakoff, & Ahearne, 1996) discussed that OCBs may enhance organizational performance by helping to coordinate the activities of work groups and by keeping the group cohesion at highest levels across the whole organization. In few studies, OCBs were found to improve performance by enabling the organization to attract and retain the best people; by reducing the variability in organizational performance; by enhancing organization's ability to adapt to changing environments and by creating social capital within the organization.

2.1.10 The Negative Effects of OCB on Individual and Organizational Outcomes

Clearly, previous work in this area spotted lights on possible antecedents of OCB and has broadened our minds regarding implications of such behaviors on organizational functioning. Yet, only handful of studies sought to clarify and reveal citizenship behaviors that could have negative implications for employees. In this vein, a study by Organ and Ryan (1995) stressed that being a good organizational citizen could contribute to employee stress and work overload. Additionally, in their study, Organ and Ryan (1995), in their meta analytic review, argued that extra role behaviors may create family conflicts specifically due to staying late behavior. These insights are significant and very relevant in today's fierce competitive environment where employers ask for more efforts to be put forward and for longer hours of work.

Few scholars also pointed out to the escalating citizenship motives of employees (Finkelstein & Brannick, 2007; Bolino and Turnley, 2005; Bolino et al., 2004; Perlow and Weeks, 2002; Bolino, 1999). Namely, employees may feel pressured to continually increase their acts of citizenship in order to be seen as a good organizational citizen. To sustain this image in the organization, employees may feel stressed, overloaded and distracted with various tasks and responsibilities granted on them.

Engaging in citizenship behaviors may cause organizational level costs and contribute to ineffective functioning of the overall system. In their recent investigations, Bolino and colleagues (2004) contented that when employees spend time helping others, they may simply ignore their in-role and formally assigned responsibilities. Another interesting view discussed by Bolino et al., (2004) was related to poor quality OCBs. Framed simply, employees may provide poor quality of service and advice to their peers and this may give more harm than good. Therefore, the perspective of an ideal worker who works fulltime, overtime, when asked and takes little or no time may seem appealing but the result could be little production and utility for the organization.

In summary, there is almost an all-encompassing body of research that suggests positive correlations of OCBs with some aspects of organizational performance. It is also clear that there are many situations in which OCBs may be unrelated to organizational performance and there are even certain

cases in which OCBs are negatively related with effective organizational functioning. While there is almost a consensus that OCBs mainly stem from positive self-motives of employees, further efforts have started the question the basic assumptions of OCBs by means of analyzing both the antecedents and consequences of the construct. With this investigation, I suggest that there are many instances where impression-driven and self-service motives of employees lead to OCBs and cases where OCBs may hamper the effective functioning of organization. Therefore, this study will offer a state-of-art research on antecedents and consequences of OCB and will present discussions on how "*good soldier perspective*" that dominated early eighties has transformed into a more "*good acting perspective*" especially in the last two decades.

3. Method

3.1 Procedure

OCB articles are scattered across a wide variety of journals that fall into realms of organizational behavior, management and psychology. Consequently, the following online databases were selected and searched to provide a salient list of academic bibliographies: EBSCO host, Emerald, and Science Direct. The search process was limited to peer-reviewed journals and was based on keyword "organization citizenship behavior", while closely associated words for the construct were eliminated and they were prosocial activity, escalating behavior, and compulsory citizenship behaviors. Search period was between 1980 and 2010 in three decades. Full paper contents of the articles were examined in order to eliminate the ones that were not related. Articles that focused on escalating behavior, prosocial activity and compulsory citizenship behaviors

To further scrutinize the process and come up with refined number of articles, I chose articles from journals that had over 1 Impact Factor in their most recent issues published within 2010. Impact Factor is a measure that reflects average number of citations to articles and it is frequently used as a proxy for the relative importance of a journal in social science journals. Even though impact factors change over periods, I used the recent impact factors as indicators for choice of articles regarding three different periods that constituted the time frames of this study.

The review showed that OCB articles appeared in strategy, organizational theory, psychology and organizational behavior related journals. Furthermore, search results stressed that most of these journals had special issues that aimed to call scholar attention on different sides of the construct. The distribution of articles revealed different trends with respect to journals where OCB articles were published most frequently. Between, had highest number of OCB related articles per issue and between, dominated the field in terms of number of articles that were on OCB. The last decade witnessed the rise of that was the top journal where most OCB articles appeared.

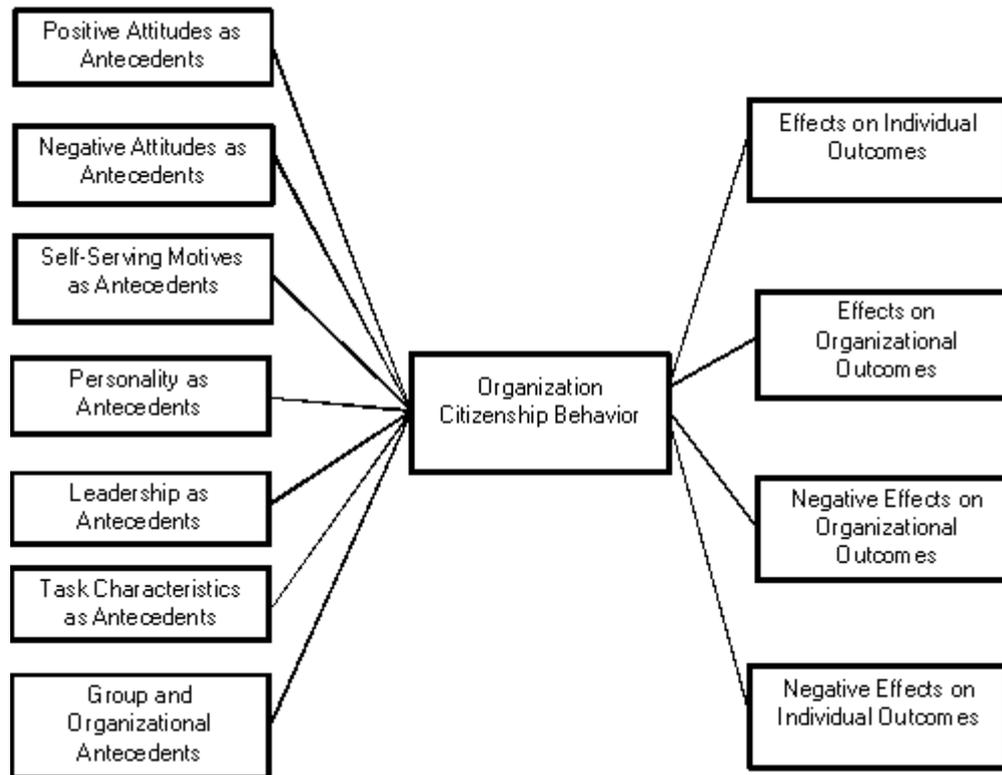
Following review of articles, the next section of this paper is devoted to categorization of these articles in terms of the antecedents and consequences of OCB. While doing so, I decided to analyze the extant literature in three different time frames namely. Since its emergence, OCB has captured scholar interest and examination of changes observed in the perspectives of multifaceted analyses of OCB will be depicted under these three different decades. The purpose of this classification is to provide an overall view and an organized conceptual framework on antecedents and consequences of OCB literature. This study attempts to contribute to the literature via identifying least studies areas of the construct and directing further research efforts. The rest of the paper is structured to discuss the findings of classification, present discussions and further research suggestions.

The number of articles and their corresponding journals where they appeared can be seen in Table 1:

Journal Name	1980-2010		
	1980-1990	1990-2000	2000-2010
Psychological Bulletin	8	12	7
Journal of Personality and Social Psychology	8	11	6
Personnel Psychology	6	12	7
Journal of Applied Social Psychology	6	11	6
Research in Organizational Behavior	4	13	9
Human Relations	9	12	12
Organizational Behavior and Human Decision Processes	4	9	8
Leadership Quarterly	6	11	8
Research in Personnel and Human Resources Management	3	4	2
Human Performance	3	5	4
Organizational Behavior and Human Performance	4	2	5
Group & Organization Management	5	6	6
Administrative Science Quarterly	1	3	2
Journal of Management	4	6	4
Academy of Management Journal,	3	4	4
Strategic Management Journal	4	2	3
Management Science	1	2	2
Total Articles	79	125	95

Publication concentration of OCB articles was between 1990-2000 following the original introduction of the construct by Organ and his colleagues (1988). OCBs and related issues were published predominantly in psychology related journals like Journal of Applied Social Psychology, Psychological Bulletin.

Framework developed in this study is depicted in Figure 1.



4. Discussions

This research was an attempt to categorize the antecedents and consequences of OCB since its conceptualization by Organ in 1880. Consistent with arguments of many scholars, OCB has almost exclusively been analyzed in association with its antecedents. A large body of research argued and empirically validated that positive employee attitudes, supportive or transformational leaders, intrinsically satisfying work tasks, and flexible organizational structures predict OCBs of employees. Clearly, previous work in this area has contributed to our understanding of the antecedents of OCB. However, as noted by Organ and Ryan, OCBs could be triggered by self-serving motives, impression management tactics or by inconsistent personality traits that are directed to make others look bad. The rise of this critical tradition of thinking corresponds to beginning of nineties and many studies have been undertaken since then that focus on this omitted avenue of OCB.

While organizational researchers have long linked these antecedents to OCB, seldom have they asked the implications of engaging in OCBs for individual and for overall organizational levels. Literature review findings of this research emphasized that the possibility of engaging in OCBs could adversely affect the well-being of employees. Role overloads, job stress, dissatisfaction with the current tasks and even work-family conflicts are some of the most pronounced negative individual level outcomes. Review of extant literature on OCB clarified that there are two pre-dominantly competing approaches to analyses of OCB. One of these approaches is takes the stance of "good soldier" whereas the other

approach is shaped with assumptions of "good actor" phenomenon. Findings of this study inform that examining "the other side of OCB" has started to receive substantial scholar attention.

The present research aims to contribute to research on OCB in at least two ways. Previous works have most often focused on identification of antecedents of OCB and there have calls for additional studies to investigate the potential consequences of OCB. This research, then, attempts to enhance our understanding of the impacts of OCB on organizational and individual level outcomes. Second, previous studies that have explored the antecedents and consequences of OCB have emphasized the positive motives behind these behaviors. Namely, these studies aimed to emphasize the positive features of OCB. This research, will attempt to broaden our understanding on potential self-driven motives as antecedents of OCB and adverse effects of engaging in OCBs at individual and organizational levels. The current study illustrates that OCB studies can be categorized in terms of antecedents and consequences of the construct. The state-of-art research offered in this study informs that OCBs will most probably be questioned in the frame of "good actor" phenomenon that signals flaws in long lasting "good soldier" phenomenon.

5. Conclusions

The preceding discussions identified several avenues that call for additional researches. Specifically, scholar focus on adverse effects of OCBs has been low yet, this omission has been most recently identified as an untapped area for further unique contributions. On the other hand, studies on antecedents of OCB are abundant. Integration of OCB with its antecedents and consequences in a longitudinal manner will provide fruitful results. Another possible avenue for further research is to determine what roles should be played by human resources managers to keep the employees satisfied and keep the communication bridge open and supported.

The principle objective of this study was to categorize the antecedents and consequences of OCB with a critical perspective and offer a state-of-the art research. The nature of this study was subject to various limitations. First, the classification process might have raised some validity concerns. Full content analyses and classification were carried to categorize voluminous numbers of articles in terms of antecedents and consequences of OCB. Therefore, this process does not pose any threats to content of existing OCB literature. Second limitation faced was related to choice criteria of articles. Studies that were undertaken with focus on pro-social behaviors and other closely related constructs of OCB were eliminated even though they could offer rich insights on understanding of OCB. Despite these limitations, this study stressed the rising awareness of good actor assumption of OCB and pointed out to the omitted avenues of research directions. If the ideas in this paper are supported, this study will inform and celebrate a changing direction of scholar attention on OCB.

Although dispositional, attitudinal, and ability/skill-type variables have received considerable amount of scholar attention, it would be worthwhile to explore other possible antecedents of OCBs. Literature also lacks effects of OCBs on individual, group and organizational level outcomes hence, researchers should also turn their attention to this overlooked area. Present studies also inform that researchers should analyze not only the direct effects of OCBs but also indirect effects should be analyzed. In addition to above directions, scholars should also seek to examine differences of antecedents and consequences of OCBs regarding cultures. The forms, frequencies, and strength of OCBs can change in different cultures hence exploring these differences will offer viable research avenues.

In overall, research on citizenship behaviors has increased dramatically over the last decade and this surge in interest has resulted in various problems regarding the antecedents and consequences of the construct and its discriminant power. OCB shares many similarities with constructs like prosocial, in-role behaviors of employees and there is still no consensus on construct definition of OCBs. In this paper, I have tried to provide a direction of research for OCBs in terms of antecedents and consequences. While doing so, I attempted to draw a line between decades and aimed to stress how good soldier assumption has started to receive criticism. Self-motivated antecedents and negative effects of OCBs have started to receive attention and this makes the field more interesting and fruitful.

This research suffered certain limitations. One major limitation lies in the methodology of the study, Articles that are classified in the last three decades were investigated in terms of the research scope and were categorized. Aim was to suggest state-of-the-art research for future studies. Another related limitation was related to voluminous number of studies conducted in OCB field. This has made selection and categorization of articles even more difficult. All in all, we hope that framework developed for the purpose of this investigation helps scholars find new areas in OCB while integrating multiple combinations of antecedents and consequences.

REFERENCES

- Allen, T. D., & Rush, M. C. (1998). The effects of citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology, 83*, 247–260.
- Allen, T. D., Barnard, S., Rush, M. C., & Russell, J. (2000). Ratings of organizational citizenship behavior: Does the source make a difference? *Human Resource Management Review, 10*, 97–114.
- Bachrach, D. G., Bendoly, E., & Podsakoff, P. M. (2001). Attributions of the “causes” of group performance as an alternative explanation of the relationship between organizational citizenship behavior and organizational performance. *Journal of Applied Psychology, 86*, 1285–1293.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship.” *Academy of Management Journal, 26*, 587–595.
- Becker, T. E., & Randall, D. M. (1994). Validation of a measure of organizational citizenship behavior against an objective behavioral criterion. *Educational and Psychological Measurement, 54*, 160–167.
- Becker, T.E. and Vance, R.J., (1993) Construct validity of three types of organizational citizenship behavior: An illustration of the direct products model with refinements. *Journal of Management, 19*, 663±682.
- Bettencourt, L. A., & Brown, S. W. (1997). Contact employees: Relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing, 73*, 39–61.
- Bies, R. J., Martin, C. L., & Brockner, J. (1993). Just laid off, but still a “good citizen?” Only if the process is fair. *Employee Responsibilities and Rights Journal, 6*, 227–238.

- Blau, P. 1964. Exchange and power in social life. New York: Wiley.
- Bolino, M. C. (1999). Citizenship and impression management: Good soldiers or good actors? *Academy of Management Review*, 24, 82–98.
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 27, 505–522.
- Bolon, D. S. (1997). Organizational citizenship behavior among hospital employees: A multidimensional-analysis involving job satisfaction and organizational commitment. *Hospital & Health Services Administration*, 42, 221–241.
- Brief AP, Motowidlo SJ. (1986). Prosocial organizational behaviors. *Academy of Management Review*, 11,710-725.
- Cappelli, P., & Rogovsky, N. (1998). Employee involvement and organizational citizenship: Implications for labor-law reform and lean production. *Industrial and Labor Relations Review*, 51, 633–653.
- Carson, K. D., & Carson, P. P. (1998). Career commitment, competencies, and citizenship. *Journal of Career Assessment*, 6, 95–208.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26, 435–462.
- Deckop, J. R., Mangel, R., & Cirka, C. C. (1999). Getting more than you pay for: Organizational citizenship behavior and pay-for-performance plans. *Academy of Management Journal*, 42, 420–428.
- Early, P.C. (1989) Social loafing and collectivism: A comparison of the United States and the People's Republic of China. *Administrative Science Quarterly*, 34, 565±581.
- Farh, J. L., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16: 705–721.
- Frese, M. and Fay, D. (1997) The concept of personal initiative: Operationalization, reliability and validity in two German samples. *Journal of Occupational and Organizational Psychology*, 70, 139±16.
- Fukuyama, F. (1995). Trust: The social virtues and creation of prosperity. New York: Free Press.
- George, J. M., & Bettenhausen, K. (1990). Understanding prosocial behavior, sales performance, and turnover: A group-level analysis in a service context. *Journal of Applied Psychology*, 75, 698–709.
- Glick WH. (1985). Conceptualizing and measuring organizational and psychological climate: Pitfalls in multilevel research. *Academy of Management Revim*, 10,601-616.
- Graham, J. W. (1986) Organizational citizenship informed by political theory. Paper presented at the meeting of the Academy of Management, Chicago.
- Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4, 249–270.

- Gross, A. E., & Latane, J. G. (1974). Receiving help, giving help, and interpersonal attraction. *Journal of Applied Social Psychology*, 4, 210-223.
- Hatcher, L., Ross, T. L., & Collins, D. (1989). Prosocial behavior, job complexity, and suggestion contribution under gainsharing plans. *Journal of Applied Behavioral Science*, 25, 231-248.
- Karambayya, R. (1989). Contexts for organizational citizenship behavior: Do high performing and satisfying units have better "citizens"? Working paper, York University, North York, Ontario.
- Karambayya, R. (1990). Contexts for organizational citizenship behavior: Do high performing and satisfying units have better 'citizens'. York University working paper.
- Katz D, Kahn RL. (1966). *The social psychology of organizations*. New York: Wiley.
- Katz, D. (1964) The motivational basis of organizational behavior. *Behavioral Science*, 9, 131-146.
- Kim, W. C., & Mauborgne, R. A. (1996). Procedural justice and managers' in-role and extra-role behavior: The case of the multinational. *Management Science*, 42, 499-515.
- Kim, W. C., & Mauborgne, R. A. (1998). Procedural justice, strategic decision making, and the knowledge economy. *Strategic Management Journal*, 19, 323-33
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37, 656-669.
- Krackhardt, D., & Hanson, J. R. (1993). Informal networks: The company behind the chart. *Harvard Business Review*, 71(4), 104-111.
- LePine, J. A., & Van Dyne, L. (1998). Predicting voice behavior in work groups. *Journal of Applied Psychology*, 83, 853-868.
- MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some possible antecedents and consequences of in-role and extra-role salesperson performance. *Journal of Marketing*, 62, 87-98.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational Behavior and Human Decision Processes*, 50, 123-150.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The impact of organizational citizenship behavior on evaluations of sales performance. *Journal of Marketing*, 57, 70-80.
- MacKenzie, S. B., Podsakoff, P. M., & Rich, G. A. (1998). Transformational and transactional leadership and salesperson performance. Unpublished manuscript, Indiana University Bloomington.
- MacKenzie, S. B., Podsakoff, P. M., & Rich, G. A. (1999). Transformational and transactional leadership and salesperson performance. Working paper, Indiana University.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76, 845-855.

- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal*, 41, 351–357.
- Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of Management Journal*, 37, 1543–1567.
- Motowidlo, S. J. (2000). Some basic issues related to contextual performance and organizational citizenship behavior in human resource management. *Human Resource Management Review*, 10, 115–126.
- Munene, J. C. (1995). Not-on-seat: An investigation of some correlates of organisational citizenship behavior in Nigeria. *Applied Psychology: An International Review*, 44, 111–122.
- Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61, 85–98.
- Neuman, G. A., & Kickul, J. R. (1998). Organizational citizenship behaviors: Achievement orientation and personality. *Journal of Business and Psychology*, 13, 263–279.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36, 527–556.
- Organ DW, Konovsky M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74, 157-164.
- Organ DW, Ryan K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48,775-802.
- Organ DW. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ DW. (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior*; 12,43-72.
- Organ DW. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10,85-97.
- Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfaction-causes-performance hypothesis. *Academy of Management Review*, 2, 46–53.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. In B.M. Staw & L.L. Cummings (Eds.), *Research in organizational behavior*, vol. 12 (pp. 43–72). Greenwich, CT: JAI Press.
- Organ, D. W. (1994). Organizational citizenship behavior and the good soldier. In M. G. Rumsey, C. B. Wallace, & J. H. Harris (Eds.), *Personnel selection and classification* (pp. 53–67). Hillsdale, NJ: Erlbaum.

- Organ, D. W. (1990a). The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, 12, 43–72. Greenwich, CT: JAI Press.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10, 85–97.
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74, 157–164.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48, 775–802.
- Organ, D.W. (1988) *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books.
- Organ, D.W. and Ryan, K. (1995) A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48, 775-802.
- Podsakoff PM, MacKenzie SB, Paine JB, Bachrach DG. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26,513-563.
- Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of Marketing Research*, 31, 351–363.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82, 262–270.
- Podsakoff, P. M., MacKenzie, S. B., & Hui, C. (1993). Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research. In G. R. Ferris & K. M. Rowland (Eds.), *Research in personnel and human resources management* (Vol. 11, pp. 1–40). Greenwich, CT: JAI Press.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513–563.
- Schnake M, Cochran D, Dumler M. (1995). Encouraging organizational citizenship: The effects of job satisfaction, perceived equity and leadership. *Journal of Managerial Issues*, 7,209-221.
- Schnake, M. (1991). Organizational citizenship: A review, proposed model, and research agenda. *Human Relations*, 44, 735–759.
- Schnake, M., Cochran, D., & Dumler, M. P. (1995). Encouraging organizational Citizenship: The effects of job satisfaction, perceived equity and leadership. *Journal of Managerial Issues*, 7, 209–221.
- Schnake, M., Dumler, M. P., & Cochran, D. S. (1993). The relationship between “traditional” leadership, “super” leadership, and organizational citizenship behavior. *Group and Organization Management*, 18, 352– 365.

- Schwab, D. P. (1980). Construct validity in organizational behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 2, pp. 3–43). Greenwich, CT: JAI Press.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653–663.
- Tang, T. L. P., & Ibrahim, A. H. S. (1998). Antecedents of organizational citizenship behavior revisited: Public personnel in the United States and in the Middle East. *Public Personnel Management*, 27: 529–550.
- Van Dyne, L., & Ang, S. (1998). Organizational citizenship behavior of contingent workers in Singapore. *Academy of Management Journal*, 41, 692–703.
- Van Dyne, L., Cummings, L. L., & McLean Parks, J. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied waters). In B. M. Staw, & L. L. Cummings (Eds.), *Research in Organizational Behavior*, vol. 17 (pp. 215–285). Greenwich, CT: JAI Press.
- Walz, S. M., & Niehoff, B. P. (2000). Organizational citizenship behaviors: Their relationship to organizational effectiveness. *Journal of Hospitality and Tourism Research*, 24, 301–319.