Organisational Citizenship Behavior: A Review of Antecedent, Correlates, Outcomes and Future Research Directions

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ABSTRACT

Much has been written on the concepts and dimensions of organizational citizenship behavior (OCB). In the current high competitive environment, where organizations are looking for those which can help them in achieving competitive advantage, OCB may help them. OCB is important for effective functioning of an organization because its ultimate goal is to make all the employees work towards achieving the organization goals rather than accomplishing their duties. It is defined as individual behavior that is discretionary. Discretionary mean that the behavior is not an enforceable condition of the role. Positive interpersonal relationship at workplace should enhance positive OCB among the employees. The study documents the empirical researches on OCB which dwell upon the concept, demographics, dimensions, effect on job satisfaction, reward, emotional intelligence, spiritual intelligence, personality, organizational justice and extra role behavior. It is argued that OCB constructs need to be better defined in the context of organizational behavior, organizational development and job satisfaction. For now, the study indicates that OCB promises to emerge as a significant and novel management paradigm having multifarious outcomes and implications in individual context of employees’ vis-à-vis organisational functioning.

KEYWORDS:

ORGANIZATIONAL CITIZENSHIP BEHAVIOR, JOB SATISFACTION, EMOTIONAL INTELLIGENCE, SPIRITUAL INTELLIGENCE, PERSONALITY, ORGANIZATIONAL JUSTICE

1.1 INTRODUCTION:

Rapidly changing environment advocates that human resource is key factor among all concerns and an employee at any position has some definite role to play as per the job, but performance level of any employee is governed by many factors including his attitude towards the job. The understanding the employee’s performance is very much important due to its direct or indirect impact on the success of an organization wherein the citizenship behavior of an employee is the one of the form and outcome of effective performance. This behavior represents to
which extent the individual is devoted to the organization and also performs his job with full responsibilities. Organizations are looking for those employees who help it to achieve advantage from others as organisational effectiveness is dependent on high performance of an employee which is not only related to his job rather than something extra. This extra effort though not tangible yet contributes towards effective organizational functioning. The employees perform all the activities as required by the job but as per his emotional and spiritual intelligence to give something more to his organizational he perform some extra things which are not included in reward but still give full satisfaction to him and his organization and influence the organizational growth.

The performance of an employee in organization other than his job is known as organizational citizenship behavior, which is discretionary, not directly recognized by the formal reward system. Working in an organization is clearly about facilitating achievement and supporting employees in reaching their maximum potential and help them to meeting targets. Reaching for organization goals and objective often relies on employees’ performance but it also involves personal development. In order to succeeds in achieving our objective we need to be able to manage our emotions, have confidence, be in tune with the needs of others, be flexible to the changing demands of the working environment and make an effective contribution in team work. In any of the organization, for educators, professionals, corporate trainers, recruiters, managers there are some reasons for their extra performance apart from average performance. It is not the technical skills, it is not intelligence either rather it is something else that cannot be defined in words i.e. extra role behavior. Keeping these multi-dimensions of organizational citizenship behavior, the present review paper has been prepared to carve out issues associated with each other individually & collectively and, for further exploration while taking these variables of the study.

1.2 ANTECEDENT AND CORRELATES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR:

Organizational citizenship behaviors (OCB) are those employee actions that are “discretionary, not directly recognized by the formal reward system and that in the aggregate promote the effective functioning of the organization” Organ, (1983). Constructive behaviors such as helping co-workers with their work, assisting others in learning new tasks, orienting new organizational members, and volunteering to perform beneficial tasks are deemed by OCB researchers as essential to successful organizational operation Organ, (1988, 1990). The employee performs all the activities as required by the job but as per his emotional, demographic factors to give something more to his surroundings he performs some extra activities which are non tangible and are not included in the performance appraisal but still gives full satisfaction to him which in turn affects the job performance.
level and influences the self and organizational growth. OCBs are more like psychological contracts and play very important role in enhancing the general health and well being of the organization thereby creating an impact on efficiency and effectiveness of work teams and organizations. While it is clear that behaviors like enduring job-related inconveniences without complaint, treating others with courtesy while at work, duty above the minimal job requirements, participation and promotion of company events, and loyalty to the company benefit overall effectiveness.

Organisational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own decision, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to ‘go the extra mile’ or ‘go above and beyond’ the minimum efforts required to do a merely satisfactory job. Your organisation will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism Podsakoff, Whiting, Podsakoff & Blume, (2009). Though OCB is a spontaneous initiative taken by staff, you are able to promote OCB in your workplace through employee motivation, as well as giving them the opportunity to display OCB; that is, creating a workplace environment that not only allows for, but is conducive and supportive of OCB Organ, Podsakoff & MacKenzie, (2006). Management should also be educated about OCB, and consider having OCB included in performance evaluations in order to actively encourage it among employees.

Researchers have different views with respect to dimensionality of OCB. Smith, Organ & Near (1983) conceptualized it with two dimensions that is, altruism and generalized compliance. Graham (1991) studied that there are three dimensions to Organization Citizenship Behavior i.e. organizational obedience, organization commitment and organization participation. Organization obedience is the acceptance of organization rules, regulations, policies formulated with respect to organizational structure. A more comprehensive approach was taken by Oplatka (2006). He considered seven dimensions of OCB which include helping, sportsmanship, organizational loyalty, organizational compliance individual initiative, civic virtue and self development. One of the most prevalent taxonomies was propounded by Organ (1988), who differentiated five facets or factors: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Subsequently, Organ (1990) also included two additional factors: peacekeeping and cheerleading. Podsakoff, MacKenzie, Moorman & Fetter, (1990). Organization Citizenship Behavior can be measured with 5 dimensions, which are namely Altruism, Conscientiousness, Sportsmanship, civic virtue and Courtesy. Here Altruism is behavior, which is directly aimed at helping some specific persons. Conscientious is giving out role behaviors well beyond the minimum required level. Sportsmanship indicates the behaviors,
which are involved when a person accepts frustrations without complaints. Courtesy is taking action to prevent problems from accruing by respecting others wants and desires, Civic Virtue is indicated by behaviors designed to increase one’s participation in and support of the organization as a whole. The five basic personality factors namely altruism, courtesy, conscientiousness, civic virtue and sportsmanship reflect most of the variance in personality and the same have been shown as per Figure-I.

FIGURE-1
DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

1.2.1 Related Studies for Antecedent and Correlates:

Most of the researches on OCB have focused on its antecedents or determinants. Many other variables have also been examined in the effort to determine the antecedents. The research conducted by Smith, et al. (1983), found the job satisfaction to be the best forecaster. The other studies have shown that personality and job traits, such as agreeableness, characteristics of the tasks, job autonomy, might correspond to OCB. Borman, Penner, Allen, & Motowidlo, (2001), Konovsky & Organ, (1996), Organ & Ryan, (1995), Piccolo & Colquitt (2006), Podsakoff, MacKenzie, & Bommer (1996). The behavior of leaders and managers, employee attitudes towards the job and organization, as well as perceived justice and fairness also affect the incidence of organizational citizenship behavior Pillai, Schriesheim, & Williams (1999), Podsakoff, MacKenzie, Moorman, & Fetter, (1990), Bateman & Organ, (1983) Konovsky & Pugh, (1994) Organ & Ryan (1995),
Though OCB is positively related to job satisfaction yet scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Workers with high levels of job satisfaction are more likely to be engaging in OCB and this result in demonstrating decreased propensity to search for another job Sager, (1994) and Brown (1993). Sharma, Bajpai, & Holani (2011) viewed that OCB in private sector organizations is comparatively less as compared to public sector organization and job satisfaction has also shown positive relationship. The two factors of job satisfaction i.e. intrinsic and extrinsic are very important predictor of OCB and is more strongly related to cognitive, rather than affective job satisfaction as found by Mohammad, et al. (2011) and Moorman & Blakely (1995). Padsakoff, MacKenzie, Moorman & Fetter, (2009) predicated the assumption that OCB influences organizational success and the impact of helping behavior on organizational effectiveness appears to be stronger and more consistent. They further explored that OCB make significant contributions to the variation in organizational effectiveness, although helping behavior tends to have more systematic effects than either sportsmanship or civic virtue.

One of the determinants of discretionary behaviours might be the levels of pay as affective commitment act between performance appraisal process, quantity of patience and OCB Zhang & Li (2012), Bateman & Organ (1983). The results presented by Schnake & Dumler (1997) revealed that Nurses who perceive their supervisor more regularly contingently rewards them were rated by their supervisor as more engaging in Altruism and the nurses who engaged in both conscientiousness and civic virtue citizenship behaviour received higher pay raises. However no contingent reward was positively related to sportsmanship, while appropriate error was negatively related to courtesy.

The study by Philip, Kumar & Choudhary (2012) examined that effectiveness of any organization significantly depends on the skills, expertise, competencies and proactive behaviors which include organizational citizenship behavior and perception of justice i.e. Organizational Justice. The mediating role of perceived organizational support showed that organizational justice directly and significantly influenced organizational support and organizational citizenship behavior and among all the variables, organizational commitment seems to be the most significantly impactful variable in explaining exhibition of OCB among employees which provided a optimistic results in terms of selecting this as the mediating variable for organization culture, leadership style and organization justice (Noruzy, et.al., 2011; Kim & Chang, 2007). Schein (1985) suggested that strong cultures are somehow more likely to be associated with effectiveness as employees filter their
behaviors from the perceptions and thoughts generated and supported by organizational culture, which is seen in their respective Organization Citizenship Behaviors. A study in Indian manufacturing, IT and banking sector found correlation between organizational culture and OCB and considered that strengthening the culture roots of an organization can lead to OCB across all three sectors. In adding this effective organizational commitment had a significantly positive effect on helping behavior and also sportsmanship collectivism had positively influenced civic virtue and helping behavior (Ueda, 2011).

Extra role behavior is defined as “the behavior that attempts to benefit the organization and that goes beyond existing role expectations” Organ et al. (2006), Katz & Kahn (1996, 1978) distinguished between role behaviors or behavior in accordance with formal role descriptions and extra role behaviors or actions more than formal work role requirements. Extra role behaviors arise from feelings of “citizenship” with the organization in which one is working. Thus the employees perform certain activities on behalf of the organization to which they are committed without being formally required to do so. OCB being extra role behaviors does not mean that in the organization it goes unnoticed and unappreciated by the top management, or it has not impact on the formal and informal sevaluations of an employees’ performance, or people are unaware of the benefits of being a good corporate citizen rather it does affect evaluations and the employees also know this. Therefore, workers engage themselves in it because they want to thereby signifying that it is pro-social and voluntary (Borman & Motowidlo, 1993; Organ & Ryan, 1995).

Studies on role of personality in OCB explored that personality factors are positively correlated to OCB dimensions but very weak correlation was found. The extraversion factor of personality might have links to OCB because extroverts generally respond more to their social surrounding than introvert do, and agreeableness found positive correlates to all dimensions of OCB excluding civic virtue but did not proved to determine OCB significantly (Aykler, 2010; Organ, Padsakoff & Mackenzie, 2006; Organ & Lingl, 1995; Organ & Konovsky, 1996). The study conducted by Singh & Singh (2009) showed that conscientiousness and extraversion were found positively correlated with all five dimensions of OCB. Neuroticism was significantly correlated with all dimensions of OCB apart from civic virtue. A study in Pakistan banking sector by Malik, Ghafoor, & Iqba (2012) indicated that leadership qualities and positive personality traits significantly enhance OCB. The relationship between individual characteristic and organizational citizenship behavior was found acceptable in different generation in relation to their psychological contract. The psychological contract includes employee’s implicit expectation of their employer found that motivating the staff through satisfaction
of intrinsic needs for development and a pleasant working atmosphere leads to increased OCB (Nimram, 2011; Xander et al., 2011).

Exploration on how one’s subjective sense of career orientation (the internal career) affects OCB revealed that internal career orientations affect the level of OCB and employee selection. The dimensions of satisfaction with a business-to-employees benefit system have the linkages between satisfaction and OCB. The comparative OCB of full-time and part-time employees revealed that part-time employees emerged as less helping in contrast to full-time employees, but there was no difference in their voice behavior. Though the part time workers were less status oriented yet preferred work status emerged as equally important for both categories of employees (Chompookum & Derr, 2004; Huang, Jin & Yang, 2004 and Stamper & Dyne, 2001).

When employees perceive the procedures of their organization as fair and just, they are more inclined to engage in organizational citizenship behavior. A model studied by Wong, et al. (2004) considered distributive justice and procedural justice as previous circumstances of trust in organization. The findings explored that employee OCB is also affected by their trust in organization. However if the leaders empower employees to reach decisions independently, this relationship between procedural justice and organizational citizenship behavior diminishes. It signifies that people are much attuned to signals or information that indicates whether or not they are valued in the organization. If they are treated fairly, they feel they are valued members. If they are treated unfairly, they feel they are not valued and are perceived as low in status. Consequently, they do not feel as loyal to their organization and they do not want to engage in discretionary acts to enhance this organization, diminishing the incidence of organizational citizenship behavior (Tyler, 1999; Dijke et al., 2012; Lind & Tyler, 1988 and Tyler & Lind, 1992).

It is widely accepted that certain behaviors are considered more feminine and certain behaviors are considered more masculine. Feminine behaviors have been characterized as interpersonal in orientation and focused on a concern for others whereas masculine behaviors, on the other hand, are typically more aggressive and independent. Altruism and courtesy are considered in-role behavior for females, while civic virtue and sportsmanship, are regarded as more in-role for men as viewed by Spence & Helmreich (1980). Salesperson organizational citizenship behavior showed differences between teams managed by females and those managed by males and in Chinese’s context self, group and organization domain OCB were directly related to the team performance and gender reasonable relationship between OCB and job satisfaction was found but this relationship was stronger for males than females. Gender also influence
employees’ willingness to engage in citizenship behavior and equity and equality based reward encourage citizenship behavior and women show more citizenship behavior than men (Piercy et al., 2002; Miao & Shen, 2011; and Cloninger et al., 2011).

The reviews on organizational citizenship behavior depict a broad range of issues involved in research of the concept. However, these issues can broadly be categorized in Antecedents, Job Satisfaction & Organizational Effectiveness, Performance Appraisal and Reward, Organizational Justice, Commitment & Culture, Extra Role Behaviour, Role of Personality, Career Orientation & Employees Satisfaction, Procedural Justice, Organizational Trust and Leadership Empowerment, and Gender Differences. All these issues individually or collectively affect employee and organizational performance and can deal appropriately by employees’ emotional and spiritual intelligence. In the Indian context, Emotional intelligence has significant impact on organizational citizenship behavior. It was founded by Sahafi, Danaee & Sarlak (2011) that the five aspects of emotional intelligence had significant positive impact on OCB. The predictability of the OCB through emotional intelligence dimensions showed that self-conscious, self-motive, and social skill and the relationship between self-regulation and empathy with citizenship behavior was not meaningful Naghdī, & Shatalebi, (2013). Modassir & Singh, (2008) investigated that emotional intelligence was significantly correlated with conscientiousness, civic virtue, and altruism and also mentioned that emotional intelligence of leader enhances OCB of followers. The study by Jain (2009) explored the predictive ability of OCB and emotional intelligence with regard to organizational variables and found to be relatively a more powerful predictor of organizational relevant criterion variables in Indian work context. Chin, Anantharaman, and Tong (2009) found that level of EI and level of OCB are different from industries to industries because of their unique characteristics of individuals. When we talk about male and female employees the study revealed that male employed college students average age 23 yr exhibited more strong relationship between EI and OCB while female professor with average age of 47 years (Turnipseed et al., 2012). Yunus (2010) found that gender plays a significant role in EI and OCB of supervisors and their subordinates and revealed that other emotional appraisal and emotional regulation are the dimensions that predict employees OCB. Salarzehi et al. (2011) and Yoghoubi et al. (2011) examined the relationship of EI and OCB among employees of medical science university and found that EI was positively correlated with OCB and sportsmanship and less related to conscientiousness; whereas altruism was found to be strongly related to EI because EI is an important factor for effective leadership. Sahafi et al. (2011) showed that three dimensions of EI i.e. self-control, self-motivation, and empathy have major effect on OCB of Physicians. Ramachandran et al. (2011) found that emotions play an important role in forecasting the perfor-
mance of workers and for more fruitful worker behavior there has been wide interest about building of emotional intelligence and emotional labor. Research further investigated that emotional labour act as leverage in between emotional intelligence and OCB as EI leads to the recognition of emotion while emotional labour leads to the display of the emotions.

Doostar et al. (2012) measured the significant relationship between each of the components of spiritual intelligence on organizational citizenship behavior and found spirituality as a predictor of OCB. Sara Piroozfar (2013) examined the effect of different levels of workplace spirituality on the citizenship behavior of employees and showed that there are significant differences between different levels of workplace spatiality and organizational citizenship behavior of staffs. Results further witnessed that with high level of spirituality, people have more frequency of organizational citizenship behavior. A theoretical model examined by Tan and Geh’s (2010) showed that organizational commitment work as mediator between OCB and SI, and meaning at work, sportsmanship and altruism had significant impact on sales performance in FMCG companies as investigated by Malik (2011). Chen and Yang (2011) illustrated that values, attitudes, and behaviors of leaders have positive effects on spirituality of the employees, and further help employees to perform excellent organizational citizenship behaviors in finance and retail service industries. Rastgar, et al. (2012) found that the relationship among workplace spirituality, organizational citizenship behavior, and job performance of Insurance employees was positive and workplace spirituality had a significant positive influence on both of organizational citizenship behavior and job performance.

1.3 OUTCOMES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR:

An employee’s need for these tools has never been greater given the increasing complexity, financial, and ethical challenges facing organizations today. The current popularity of organizational citizenship behavior has resulted in a growing body of knowledge concerning these constructs. Despite this increasing interest, OCB remains a new field of study exhibiting many of the issues associated with any new theory development. Definitional issues continue to be a subject of concern. Most researchers make the distinction between in role behavior and extra role behavior. Organizational citizenship behavior has been empirically tested in many organizations across several countries. Many of the empirical studies demonstrate a positive effect of OCB on job commitment, satisfaction, and performance. In addition, the empirical research on organizational citizenship behavior has demonstrated results in altruism and conscientiousness, self-career management, reduced inter-role conflict, reduced frustration, organization based self-esteem, involvement, retention, and ethical behavior. Managers can use the results of the empirical studies to improve job commitment, satisfaction, and performance of
their employees. For researchers to make further progress in empirically testing organizational citizenship behavior, the definitional issues need to evolve into constructs agreeable to the researchers. Other questions need to be studied including “Is it possible to develop citizenship behavior in employees”? and “How do the OCB constructs differ from related assembles in Organizational Behavior, Organizational Development, and Positive Psychology”? Better defining organizational citizenship behavior in context with helping others and other disciplines will ultimately determine if the movement is a unique body of knowledge or merely an extension of already existing disciplines. The outcomes of the study or review may open new outlooks for new researcher on the subject by concentrating exact personal and organizational variables.

Table 1
Outcomes of Organizational Citizenship Behavior

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<tr>
<th>Author(s)</th>
<th>Construct(s) Researched</th>
<th>Result(s)/Outcome</th>
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<tbody>
<tr>
<td>Spence &amp; Helmreich (1980); Piercy et.al. (2002); Miao &amp; Shenn (2011); and Coloninger et.al. (2011)</td>
<td>Demographics</td>
<td>Altruism and courtesy are considered in-role behavior for females, while civic virtue and sportsmanship, are regarded as more in-role for men. Team performance and gender reasonable relationship between OCB and job satisfaction was found but this relationship was stronger for males than females. Gender also influence employees’ willingness to engage in citizenship behavior and equity and equality based reward encourage citizenship behavior and women show more citizenship behavior then men.</td>
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<td>Brown (1993); Sager (1994); Moorman &amp; Blakely (1995); Sharm, Bajpai &amp; Holani (2011); and Mohammad et.al. (2011)</td>
<td>Job Satisfaction</td>
<td>Workers with high levels of job satisfaction are more likely to be engaging in OCB and this result in demonstrating decreased propensity to search for another job. OCB in private sector organizations is comparatively less as compared to public sector organization and job satisfaction has also shown positive relationship. The two factors of job satisfaction i.e. intrinsic and extrinsic are very important predictor of OCB and is more strongly related to cognitive, rather than affective job satisfaction</td>
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<tr>
<td>Bateman Organ (1983); Schnake &amp; Dumler (1997); and Zhang &amp; Li (2012)</td>
<td>Reward &amp; Performance Appraisal</td>
<td>Levels of pay as affective commitment act between performance appraisal process, quantity of patience and OCB. Nurses who perceive their supervisor more regularly contingently rewards them were rated by their supervisor as more engaging in Altruism and the nurses who engaged in both conscientiousness and civic virtue citizenship behaviors received higher pay raises. However no contingent reward was positively related to sportsmanship, while appropriate error was negatively related to courtesy.</td>
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<td>Wong et al. (2004); Philip, Kumar &amp; Choudhary (2012); Naruzy et al. (2011); Kim &amp; Chang (2007); Dijke et al. (2012); Tyler (1999); and Lind &amp; Tyler (1988, 1992)</td>
<td>Organizational Justice &amp; Procedural Justice</td>
<td>The mediating role of perceived organizational support showed that organizational justice directly and significantly influenced organizational support and OCB. When employees perceive the procedures of their organization as fair and just, they are more inclined to engage in OCB. Employee OCB is also affected by their trust in organization. People are much attuned to signals or information that indicates whether or not they are valued in the organization. If they are treated fairly, they feel they are valued members. If they are treated unfairly, they feel they are not valued and are perceived as low in status. Consequently, they do not feel as loyal to their organization and they do not want to engage in discretionary acts to enhance this organization, diminishing the incidence of OCB.</td>
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<td>Aykler (2010); Organ, Padsakoff &amp; Mackenzie (2006); Organ &amp; Linge (1995); and Organ &amp; Konovsky (1996)</td>
<td>Personality</td>
<td>Personality factors are positively correlated to OCB dimensions but very weak correlation was found. The extraversion factor of personality might have links to OCB because extroverts generally respond more to their social surrounding than introvert do, and agreeableness found positive correlates</td>
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to all dimensions of OCB excluding civic virtue but did not proved to determine OCB significantly. Also Conscientiousness and extraversion were found positively correlated with all five dimensions of OCB. The relationship between individual characteristic and OCB was found acceptable in different generation in relation to their psychological contract.

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<tr>
<th>Sahafi, Danaee &amp; Sarlak (2011); Modassir &amp; Singh (2008); Chin, Anantharaman, and Tong (2009); Yunus (2010); Salarzehi, et al. (2011); and Yoghoubi et al. (2011)</th>
<th>Emotional Intelligence</th>
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<td>The five aspects of emotional intelligence had significant positive impact on OCB. Emotional intelligence was significantly correlated with conscientiousness, civic virtue and altruism and also mentioned that emotional intelligence of leader enhance OCB of followers. Results also showed that Level of EI and level of OCB are different from industries to industries because of their unique characteristics of individuals. Gender also plays a significant role in EI and OCB of supervisors and their subordinates and three dimensions of EI i.e. self control, self motivation and empathy have major effect on OCB.</td>
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<th>Doostar et al. (2012); Sara Piroozfar (2013); Chen and Yang (2011); and Rastgar, et al. (2012)</th>
<th>Spiritual Intelligence</th>
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<td>Results found spirituality as a predictor of OCB and showed that there are significant differences between different levels of workplace spatiality and OCB of staffs. Values, attitudes, and behaviors of leaders have positive effects on spirituality of the employees. Relationship among workplace spirituality, OCB and job performance of Insurance employees was positive and workplace spirituality had a significant positive influence on both of OCB and job performance.</td>
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<th>Katz &amp; Kahn (1996, 1978); Borman &amp; Moomidlo</th>
<th>Extra Role Behavior</th>
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<td>Extra role behaviors arise from feelings of “citizenship” with the organization in which one is working. Thus the employees perform certain activities on</td>
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behalf of the organization to which they are committed without being formally required to do so. OCB being extra role behaviors does not mean that in the organization it goes unnoticed and unappreciated by the top management, or it has not impact on the formal and informal evaluations of an employees’ performance, or people are unaware of the benefits of being a good corporate citizen rather it does affect evaluations and the employees also know this.

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<th>Chompookum &amp; Derr (2004); Huang, Jin &amp; Yang (2004); and Stamper &amp; Dyne (2001)</th>
<th>Carrier Orientation</th>
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<td>Internal career orientations affect the level of OCB and employee selection. The comparative OCB of full-time and part-time employees revealed that part-time employees emerged as less helping in contrast to full-time employees, but there was no difference in their voice behavior. Though the part time workers were less status oriented yet preferred work status emerged as equally important for both categories of employees.</td>
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1.4 GAP ANALYSIS AND FUTURE RESEARCH DIRECTIONS:

After reviewing the extensive literature on the theme individually and collectively, the researchers found a huge gap between the studies conducted till now and the real life problem. A good number of studies are conducted in India as well as in foreign countries. There are many studies which show the combination of any two topics like either organizational citizenship behavior and emotional intelligence, organizational citizenship behavior and spiritual intelligence or emotional intelligence and spiritual intelligence, and many other allied issues. However, very scanty studies show the combination individual and the organisational variable(s) in Indian context which necessitates further exploration on the two/three variables in a relative manner due to the following reasons:

- Most of the studies are conducted in foreign countries rather than India.
- All the studies consider only single terms at a time or the combination of any two terms together.
- Exploration in relative manner is expected to bring out individual, organisational and social implication in addition to academic and research implications.
In the light of the above discussed gap it is clear that this is the need of the hour to study the relationship of organizational citizenship behaviour (as an organisational variable) with employees’ individual variables like emotional intelligence, spiritual intelligence, career orientation, extra role behaviour, employee personality and personal demographics etc. as they may exert a greater impact on the effective working, and goal achievement of any organization and firms’ outcome. These are the variables which directly affect the performance of the employees as well as the organization and hence the researchers propose these as potential research direction to strengthen organisational citizenship behaviour leading to effective working, goal achievement and increased and firms’ outcome.

1.5 REFERENCES:


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