A Study of Organizational Citizenship Behaviour on Employee Motivation: A Literature Review

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Abstract: An essential idea in Organisational Behaviour is Organisational Citizenship Behaviour (OCB). Since 1983, when Organ first proposed OCB, OCB research has been ongoing. The research of OCB has drawn controversy in recent years. This essay examines various crucial studies on Organisational Citizenship Behaviour (OCB), including context-based research, OCB mechanisms, and the dark side of OCB. It also explores OCB challenges. We discover a dearth of current studies on OCB through the review and offer five suggestions for more study.

Keywords: Current situation, Dark side, Dilemma, Employee motivation, Future directions, Mechanism, OCB.

I. Introduction

An essential idea in the real of Organisational Behaviour is Organisational Citizenship Behaviour (OCB). Studies on OCB have persisted since the notion was put forth by Organ (1983).

Numerous academics are undertaking a literature review on OCB because there are too many research on the topic. This review includes the definition, dimensions, factors, positive or bad elements of OCB, and other information. Organizational Citizenship Behaviour (OCB) research is declining, appearing to be in a deadlock, and scholars have given less attention to it as OCB study has grown and as the OCB study challenge has become more apparent. Today, the majority of studies are replications that don't yield any novel insights. We therefore need to be aware of the present.

II. Definition of Organizational Citizenship Behaviour

Since 1938, Barnard has suggested the idea of "willingness to cooperate" for the OCB generation. Additionally, Katz and Kahn (1978) established the idea of the "Organisational Citizen," which suggests that three types of conduct are necessary to reach a high level of Organisational performance. People must first join the Organisation and stay there. Then, they must reliably perform the roles that have been given to them. Finally, they must reliably carry out their assigned roles. On occasion, people also engage in creative and cooperative behaviour that is outside the parameters of their assigned roles but serves the needs of the organisation. These studies offer support for the idea of "Organisational Citizenship Behaviour" proposed by Organ (1983).

Organs participated in the debate about the relationship between the two variables and proposed the concept of "Organisational Citizenship Behaviour" in 1983. He also highlights some empirical research that is unable to verify the assumption that "job satisfaction leads to higher job performance." Bray and Crockett studied the relationship between employee attitudes and employee performance in 1955 and found that there was little to no relationship between the two. Organ first introduced the idea of organisational citizen conduct in 1993. OCB is defined as "independent individual conduct, not directly or officially acknowledged by a formal reward system, and as a whole encouraging the efficient operation of the organisation."

A key foundation is the growth of thorough academic research and reliable notions. Since the term "Organizational Citizenship Behaviour" was first proposed, scholars have questioned it. Then, when the term "contextual performance" developed, the two concepts' borders became hazy, putting OCB in a predicament.

Summarise the three points listed below in relation to academic inquiries about the concept of OCB: The first is that extra-role behaviour, as defined by the Organ, must be implemented by employees voluntarily and without relying on official organisational specifications or job requirements. However, experts have demonstrated that some aspects of OCB may not

be extra-role behaviour or may be difficult to distinguish from role behaviour, such as the aspect of conscientious behaviour, which can be viewed as role behaviour.

Second, OCB does not participate in or receive recognition from the formal incentive system, according to Organ's definition (1988). Although salesman managers assess their job performance based on role behaviour and OCB, MacKenzie and his colleagues (1993) discovered that salesmen who exhibit more OCB will receive superior job performance evaluation results. The study by Allen and Enrush (1998) also demonstrates that employees who exhibit better OCB can elicit positive emotions from supervisors, leading to better evaluation outcomes. At the same time, OCB also affects supervisors' decision-making with regard to training, awarding, and promotion decisions. These results suggest that OCB can give employees significant

rewards.

Third, OCB must be informal conduct, unselfish and altruistic behaviour, and behaviour that benefits the organisation, according to Organ's (1988) definition. However, Hui and Lam (2000) discovered that staff members with strong instrumental drive exhibited specific Organisational Citizenship Behaviours. For instance, some employees will exhibit more OCB when they have the chance to advance in order to receive more promotion prospects; currently, OCB is a means of advancement. Bolino (1999) also discovered that some employees wish to use OCB to enhance their reputation.

III. Research of Organizational Citizenship Behaviour
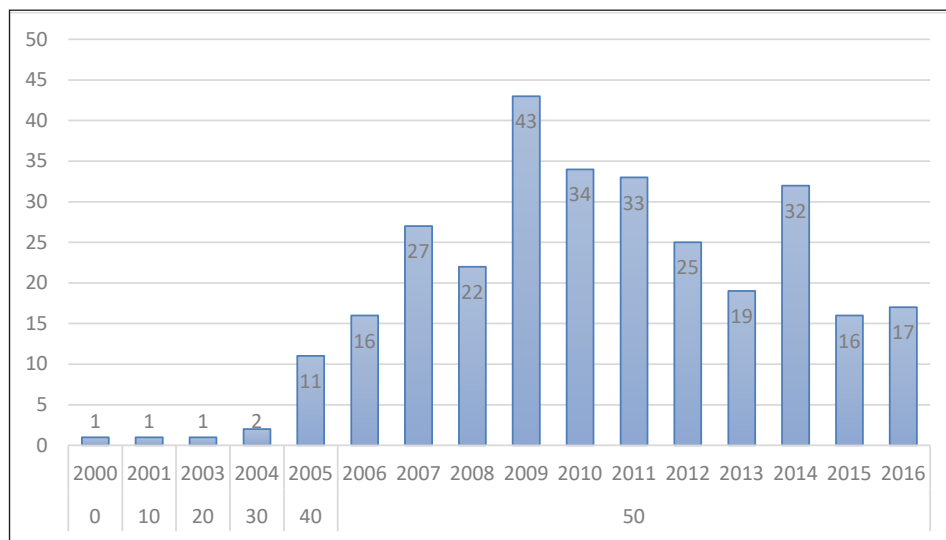

Fig. 1: Research about OCB Since 20th

With the restrictions of EI, SCI, and SSCI, we searched on CNKI.NET using the theme "Organisational Citizenship Behaviour" or "OCB," and we received 300 valid results. Next, we determine how many articles change over time (Fig. 1). It can be shown that there were very few research on OCB between 2000 and 2004, that number climbed from 2004 and peaked in 2009, that number then fell, and that in 2015 and 2016 it stayed at roughly.

We discovered that current studies on OCB typically fall into the following categories after reviewing academic articles on the topic from both domestic and international sources: research based on the context of OCB, mechanisms of OCB, developmental dilemmas of OCB, and negative and active aspects of OCB.

A. Research by Context

The study of the Chinese context has grown in importance within the management research community.

As the country with the largest economy and most people, China must investigate the most effective management techniques in light of their unique cultural background because management research from Europe and America does not apply to China.

In their study of Chinese customs, Wang, Chu and Ni (2010) showed that LMX was positively correlated with OCB and that the influence of LMX on perceptions of insider status is totally moderated by Chinese tradition. Ning and Zhou (2012) discovered that collectivism can attenuate the major effect of authority leadership and that it also has a favourable impact on employee OCB. Zhang and Luo (2015) investigated the phenomena known as "quanzi" in China and discovered that the various quanzi positions have a favourable effect on employee OCB, that OCB in quanzi can help the organisation, and that OCB in quanzi can also make the job a legitimising individual.

Some academics are also drawn to researching the OCB of unique individuals. They selected knowledge workers from Google as a sample, similar to Dekas and colleagues (2013), indicating that the field's concept of what defines citizenship behaviour has gradually changed over time. For knowledge

workers, the knowledge economy has led to the emergence of novel behavioural sets (such as employee sustainability) that were not previously observed in study.

B. Mechanisms of Organizational Citizenship Behaviour

Numerous studies on OCB focus on the mechanisms underlying it, as well as their antecedents, results, mediators, and moderators. Although there are many studies on individual OCB antecedents, there are few on energy effects (see Table I). Maybe because OCB is known to have a beneficial impact on performance, academics rarely research the outcome variable OCB performance. The impact on individual performance has rarely been studied, and team or organisational performance research is scarce.

TABLE I: ANTECEDENTS AND OUTCOMES OF OCB

Antecedents	Leadership	Quality of mentoring relationships, leadership type, LMX, leadership development, etc.
	Organization Character	Perceived organizational support, organizational culture type, team psychological safety, Organizational socialization, etc.
	Task Character	Feedback, routine, etc.
	Individual Character	Positive\negative emotions, role ambiguity, role conflict, (job\career) satisfaction, (organizational\professional) commitment, sense of fairness, pro-social values, impression management, organizational concerns, psychological contract, psychological capital, etc.
Outcomes	Performance	Individual, team, organizational

There is a tonne of research on how leadership, organisational character, and individual OCB influence each other, but national researchers are not focused on task character.

C. The Dark Side of Organizational Member Behaviour

Not all findings indicate a strong correlation between OCB and organisational performance. Consequently, several researchers have started investigating OCB's negative aspects. The first is that performance may be negatively impacted by required citizenship behaviour (CCB). Employee Organisational Citizenship Behaviour (OCB) is required citizenship conduct and can be coerced if under duress. CCB will raise work pressure and inclination to quit in addition to lowering individual job satisfaction, role behaviour, and work performance. Because of the communal culture, CCB is more obvious in China than it is in the West, especially. Mandatory citizenship behaviour has a negative impact on employee performance and organisational commitment.

Second, task performance receives less energy as OCB consumption increases. Bolino and Klotz (2013) demonstrate

that among individuals who are less optimistic, the link between OCB and job satisfaction is curved, suggesting that people who go above and beyond for their employer may experience unfavourable personal and professional results.

Third, OCB's darker goals—impression management. According to research, there is a strong positive association between impression management and prosocial behavior, yet prosocial conduct led by impression management may not always be beneficial to firms.

Staff are "excellent performers" rather than "good soldiers," acting well in order to enhance their reputation rather than just helping the organisation.

IV. PROBLEMS AND FUTURE RESEARCH DIRECTIONS

We identified a number of OCB-related concerns through a study of the literature and suggested possible lines of further investigation.

First, there is no agreement on the definitions and dimensions of OCB, and there hasn't been much discussion about them lately. Culture, circumstance, the nature of the job, and other factors alter the dimensions. Thus, in order to examine features in particular cultures or novel contexts, national researchers must take a cue from Dekas (2013). Additionally, researchers need to look at why there is disagreement on the definitions and dimensions of OCB.

Second, the concept implies that OCB will support an organisation's efficient operation and that OCB may also be influenced by circumstances at different organisational levels. Although researchers have begun investigating OCB at the group level and social network-based OCB, they have primarily concentrated on the individual level. Going forward, we must further develop and improve the overall framework of the effect mechanism.

Third, while research on individual OCB antecedents is abundant, relatively little effort has been put into studying the outcomes, which include disparities other than the conclusion. As a result, the research on the findings has to be strengthened. Additionally, despite the abundance of OCB results, academics still lack an integrated OCB model.

Fourth, academics have begun to systematically consider the negative aspects of OCB; however, there is only a limited amount of evidence to back this up. In the future, academics may offer more evidence regarding the negative aspects of OCB. Additionally, research on the negative aspects of OCB has demonstrated that OCB will emerge in organisations, but the evolutionary mechanism is not entirely clear. As a result, this area needs additional attention.

Fifth, given that China is often seen as having a collective culture and a high power distance, OCB research conducted in China differs significantly from that conducted in the West in that it is still possible to conduct it in some national contexts and

industries. People will be more inclined to identify as members of a group in the Chinese environment, because individuals grow more sensitive and motivated to follow social norms in order to keep their standing as members of a group, therefore social norms in groups must pay attention to China.

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