

# A Review of Benefits of Organizational Citizenship Behavior

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### Abstract

Organizational citizenship behavior has been studied and researched by many scholars over the past two decades. Many studies have shown that organization citizenship behavior is very important for the accomplishment and success of every organization. Organization citizenship behavior is a type of voluntary behavior of the employee that directly or indirectly affects the overall performance or productivity of the organization. This paper critically reviews the benefits of organization citizenship behavior as enumerated and identified by previous researchers. The critical review has been done through a focus group discussion comprising of eight academicians in the field of Management and Commerce. The discussion converged on benefits like improvements of overall efficiency, cost reduction, goal achievement, customer satisfaction, employee satisfaction, improvement in leadership skills, work life quality, decision making skills and so on and also brought out imperative disadvantages like free riding and overwork.

**Keywords:** Organizational Citizenship Behavior, Benefits.

### Introduction

Organization Citizenship Behaviour is an extra role behavior of an employee that goes beyond their regular job responsibilities. Organization citizenship behavior is a distinct behavior of the employee which is not directly recognized with formal reward system in any organization but it enhances or promotes the overall performance of the organization. (Organ, 1988)

Organization citizenship behaviors also includes helping behavior of the employees, volunteering other employee, persisting, following rules and goes beyond their normal job responsibilities, duties and approve organizational objectives, increase productivity and overall contribution to the success of every organization. (Oplatha, 2009)

Organization citizenship behavior states that positive and encouraging behavior of every employee which they can do with their own wish supports and helped their colleagues, coworkers and give overall benefits to organization. Employees are willing to go extra miles and goes beyond their regular duties. (Shanker, M 2014)

Organizational citizenship behaviors are "the maintenance and enhancement of the social and psychological environment of the organization that supports the overall performance and task of the employee". (Organ, 1997)

Organization citizenship behavior is defined as the behavior of every employee including optimistic attitude towards organization, volunteering, consciousness and advantages taken by both employees and the organization to achieve the desirable goals. (Gardener and Stough, 2002)

### Review of Literature

Nowadays organization citizenship behavior is an important and very interesting area of research for scholars. Substantial research has been carried out in this field, the findings of which indicate that organization citizenship behavior is imperative for the success and realization and achievement of the goals of every organization (Ozturk, 2010). Organization citizenship behavior is a type of behavior not enforceable for the role or the job description, it is totally dependent on the employee's contract with the organization, it is a matter of personal choice, if it is omitted is not understood as punishable. (Haziazi, M.A 2017)

The concept of organization citizenship behavior was initiated by Organ in 1988 "it is the behavior of the employee that directly or indirectly has an effect on the smooth functioning of the organization".

Organization citizenship behavior is a multidimensional concept of helping and responsible behavior of the employee in an organization. The orientation of the employee is commitment, loyalty and helpfulness. (Organ, 1988)

Organizational citizenship behavior is a construct of value and belief tending towards ethics and ethical behavior. It is the positive and negative behavior of the employee that faces the working of civil society, basic institutions market and state. (Lin, et, al. 2007)

Organizational citizenship behavior is not described or expected by the common employee, this type of behaviors is organizationally advantageous because it support new innovation, adaptability and transformation of resources to increase the efficiency of organizational success.(Farh Zhong and Organ, 2004).

#### **Objective of the Study**

The objective of the present study is to review the benefits of organizational citizenship behavior.

#### **Research Methodology**

To meet the objectives, secondary data was used. Relevant research papers and concept documents were studied to find out the advantages of organizational citizenship behavior as enumerated by previous researchers. In all 19 research and concept papers were studied and the results were further dwelt upon and reviewed in a focused group discussion, comprising of eight academicians in the field of Management and Commerce.

#### **Findings**

Hemmati et al, (2016); observed organization citizenship plays a very important role by providing different strategies and it enhanced job satisfaction, improving performance of the employee, organizational commitment and customer satisfaction and productivity of organization.

Bateman and Organ, (1983); Organ, (1989); Organ and Konovsky, (1989); Podsakoff et al, (1990); Farh et al, (1990) examined that organization citizenship behavior is the most important factor for every organization enabling and facilitating to increase the ability of organization, ability to work with high performance and enthusiasm, increase efficiency of work, improving or going beyond job expectation and making extra efforts to do their work, committed to the organization mission, vision, values and goals by adapting the culture of "We are a big family" among employees. (Bateman and Organ, (1983); Organ, (1989); Organ and Konovsky, (1989); Podsakoff et al, (1990); Farh et al, (1990). Abdalla et, al (2013); observed organization citizenship behavior helped to improve leadership skills, improve work life quality, improve decision making skills and improve professionalism in the education sector.

Muthuraman, (2017); analyzed organization citizenship behaviour and concluded that this plays a very important role in corporate sectors in contributing positively towards the organizational performance by employees, employees are highly effective and efficient in terms of commitment, performance and

productivity of the organization, employees are willing to work and achieve organizational goals.

DiPaola and Hoy, (2005); observed in schools where the organization citizenship exists, teachers are found to continuously develop themselves in personal or professional levels. This was also significant for the students to achieve their goals faster and more efficiently.

Podsakoff et, al. (1990); have shown organization citizenship behavior is beneficial to increase productivity efficiency, reduce cost, rates of turnover, absenteeism, customer satisfaction and employees satisfaction level also increase.

#### **Summary of Focused Group Discussion**

The focused group agreed on the above mentioned benefits and advantages of OCB with respect to improved productivity, ability, enthusiasm of employees, organizational commitment, work efficiency. Several members further added that organization citizenship behavior may bring about such improvements as the "help and positivity that is at the core of the concept, also reduces or eases the learning curve (making goal achievement faster and more efficient) and the stress associated with learning newer skills." Thus OCB, it was agreed helps to improve leadership skills, decision making skills etc. due to "inherent hand holding suggested in the concept itself." It was suggested that OCB would also improve the work environment considerably, promoting the concept of 'We are a Big Family', as propagated by Bateman and Organ, (1983); Organ, (1989); Organ and Konovsky, (1989); Podsakoff et al, (1990); Farh et al, (1990). This in turn is expected to reduce absenteeism and turnover thereby reducing costs and improving overall efficiency.

Whereas, the above benefits were agreed upon by the erstwhile members of the focused group, it was also pointed out that some employees may also "try to take advantage of such environment" and become "free riders". Another issue "worth considering is that those who engage in too much in OCB may be overworked and therefore stressed". One member maintained that "if these were taken care of, then OCB has many benefits just as a good citizen of a country is an asset, so is an employee who is a good citizen of the organization- in other words an employee exhibits organizational citizenship behavior affects the organization positively"

#### **Conclusion**

Reviews of the preceding literature showed that organization citizenship played a very important role in the process of completing the task, to maintain the helpful environment, to face the unexpected challenges given by the work environment. It instruct the helping and cooperative behavior among the employees and co-workers, where the employees feel on their own to give the helping hand to their colleagues and their subordinates without expecting anything in return, creates work environment to achieve the success of organization.(Shanker,M 2014)

Organization citizenship behavior is an overarching concept which envelopes anything positive and constructive that employees do with their

own desire, which supports their colleagues and their subordinates to benefit the organization and it promotes the effective and fruitful functioning of the organization.

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