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Understanding Journey of Organizational Citizenship Behaviour using Keywords Co-occurrence Analysis: Evidences from Literature

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Abstract

The paper expounds on the genesis of Attribute, Organisational Citizenship Behaviour in employees. It aims to serve as a ready reckoner for researchers and practitioners by dwelling upon its evolution, antecedents, and consequences. Computerized search from various databases (Web of Science, JSTOR, and Google Scholar) has been done. Further, high-impact factor journal articles have been added to increase comprehension and authenticity. Keywords co-occurrence analysis has been applied using Sci2 and Gephi software to identify different themes from existing literature. From literature and keywords co-occurrence analysis, the themes of genesis/concept/evolution, measurement/methodology, antecedents, and consequences of citizenship behaviour along with upcoming areas have been identified. This paper provides a comprehensive overview of discretionary behaviour (Organizational Citizenship Behaviour) for Academicians who are looking forward to working in this domain.

Keywords: Organizational Citizenship Behaviour, Concept, Measurement Tools, Antecedents, Consequences, Keywords Co-occurrence Analysis.

1 Introduction

In the contemporary scenario, organizational sustenance and the creation of a competitive edge have become challenging tasks. Organizations are looking towards their employees who have the requisite skills as the key to achieving their core organizational goals. They have been working on attracting as well as retaining skilled employees by formulating specific strategies in that direction. But, only having employees with the required skills is not going to ensure the achievement of core organizational goals as organizations are also simultaneously required to work on managing their pool of human resources. Managers have been facing challenges not only in attracting such a pool of employees but also in motivating them as each individual is unique and has a different motivation to work. Due to a lack of motivation, high labour turnover, disengagement, and below-par performance among employees have become common problems. Along with these, the degree of satisfaction among employees is also declining which is a cause of concern for the practitioners. Due to declining satisfaction, their organizational commitment is also getting affected. Specifically, organizations are facing the challenge of developing a sense of belongingness amongst their employees which can motivate them to go the extra mile for achievement

of the organizational objectives. Therefore, it becomes crucial that the employees not only perform their tasks efficiently but also with a sense of responsibility. They must not just show up for work but should also perform at their pinnacles with a sense of ownership. In fact, for the success of the organizations, employees should be imbued with the crucial attributes of competence, commitment, and a sense of contribution towards the organizational goals (Ulrich, 2007). However such attributes will be redundant unless these have been harnessed in their behaviour in the form of a demonstration of discretionary efforts for the efficient and effective functioning of organizations (Organ and Konovsky, 1989). Employees also look for avenues where these attributes could be harnessed by organizations, and where their performances are appreciated. The last three decades of research in the organizational behaviour area have observed a major surge in the topic of “Organizational Citizenship Behaviour”, which has created a need for its systematic review in a single study (Kalwani and Mahesh, 2020). OCB contributes to developing a positive work culture, bringing more creativity and innovation, and improving overall organizational performance (Wu and Wang, 2023). Keeping in mind the relevance of OCB, an attempt has been made to critically examine its concept, measurement instruments, methodology used, antecedents, and consequences in this paper to integrate and understand its journey.

2 Rationale and Objectives of the Study

Although a lot of work has been done so far on this topic, the literature indicates the paucity of a comprehensive study, especially one which discusses all the major antecedents and consequences of OCB in a single work (Kalwani and Mahesh, 2020). This paper will fill that gap. This review will untangle, assimilate, and present the ideas generated over the past decades through numerous studies on OCB. It aims to serve as a ready reckoner for researchers and practitioners by dwelling upon the concept of OCB, its evolution, measurement instruments, and methodology used, antecedents, and consequences, and its dark side. It will also provide the scope for future research endeavours due to its high relevance, and identifying its practical fruits in the creation of competitive advantage.

3 Research Methodology

This study has identified the papers to be included for comprehension on various basis. A computerized search for relevant papers was conducted from various databases, including Web of Science, JSTOR, and Google Scholar with the keywords ‘Organizational Citizenship Behaviour, Altruism, In-role Behaviour, Extra-role Behaviour, Prosocial Behaviour, Contextual Behaviour, Consequences, Antecedents, and OCB.’ Then, a manual search for research articles on these topics was done from the websites of high-impact factors (benchmark of 7 and above) and prestigious journals like the Journal of Applied Psychology, Journal of Organizational Behaviour, Academy of Management Journal, Human Performance, Human Resource Management Review, Journal of Occupational and Organizational Psychology, Academy of Management Review, etc. Since the concept came into light with the book titled, ‘Organizational Citizenship Behaviour: The Good Soldier Syndrome’ by Dennis Organ, published in 1988, this year was considered to initiate the search. Later, more papers were identified from their citation in already accessed papers. Table 1 enlisted the major publication titles which show that most (47 out of 71) of the articles chosen are from the A* category of ABDC list which further validates the quality of the review (66% of articles included are from A* journals). Further, to reduce the bias in the review, a keyword co-occurrence analysis has been done using Sci2 and Gephi software on 628 articles in the Web of Science database.

Table 1: List of Major Publication Titles and Articles Count

Name of Journal	Number of Articles	ABDC Category
Journal of Applied Psychology	16	A*
Academy of Management Journal	8	A*
Journal of Organizational Behaviour	7	A*
Journal of Management	5	A*
Journal of Personality & Social Psychology	3	A*
Academy of Management Review	3	A*
Personnel Psychology	2	A*
American Sociological Review	1	A*
Journal of Vocational Behaviour	1	A*
Annual Review of Organizational Psychology and Organizational Behaviour	1	A*

Based on the Keyword co-occurrence analysis (Figure 1), the following themes of Organizational Citizenship Behaviour have been identified:

Theme 1: Genesis of Organizational Citizenship Behaviour

Construct Development and evolution of concept (Motivation theories, Contextual performance, Task performance, Compliance, Positive attitude, Proactive behaviour, Extra-role behaviour, Altruism, Cooperation, Discretionary behaviour).

Theme 2: Measurement Instruments of OCB and Statistical Tools Applied

This theme discusses the available instruments for measuring OCB. The statistical techniques usually applied in major

studies of this area are correlation and regression along with model fit tests. Further, OCB has been analyzed as a mediator and moderator.

Theme 3: Antecedents of OCB

This theme revolves around the attributes and factors leading to OCB (Job satisfaction, leadership, Organizational justice, Affective mood state, Culture of organization, Organizational commitment, and Employee engagement).

Theme 4: Consequences of OCB

This theme indicates the consequences of OCB (Organizational performance, Productivity, Efficiency, Coordination, Positive work culture, and social capital creation).

Theme 5: Negative shades of OCB

This theme integrates the upcoming and less researched areas. It highlights the negative impacts of OCB (Counterproductive behaviour, Interpersonal conflict and Workplace deviance).



Figure 1: Keywords Co-occurrence Analysis Output

I. Concept and Genesis of OCB

Extensive literature has been reviewed for the conceptualization of the attribute of organizational citizenship behaviour (OCB). Out of the plethora of studies, the seminal works published in high-impact factor journals have been discussed in greater detail. OCB indicates extraordinary behaviour by employees demonstrated as discretionary efforts for efficient and timely functioning of core organizational goals. This term was coined by Daniel Katz and Robert Kahn (Katz and Kahn, 1996) and later used by (Bateman and Organ, 1983) to describe it as employees' positive attitude of going beyond their job description boundaries due to the high level of satisfaction derived from their assigned jobs. Organ conceptualized it as an "Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988). He focused more on the positive, helping, and compliance behaviour shown by the employees which comes out of employees as their free will and independent of explicit desire for rewards. But one thing is very certain the behaviour is beneficial for the sustainability of the organization by enhancing its strengths (Podsakoff and Blume, 2009). The baton was then taken forward by Graham (1991) who provided us with a new perspective of political science discipline on the philosophy of citizenship. He conceptualized it as the 'rights, responsibilities, and duties' of the ideal organizational citizens which enriches our theoretical understanding of citizenship. However, Organ's conceptualization was criticized for being poorly defined as it is not always extra-role, or stoic of rewards. Due to its huge criticism, Organ (1997) himself later came up with redefining its concept and rectifying the definition. The earlier definition consists of three elements, namely, discretionary behaviour, devoid of formal rewards, and organizational effectiveness. Firstly, such acts are not always discretionary and are also not always extra-role but are somewhat to support the broader organizational goal. Secondly, the element of being devoid of rewards was also negated, since employees perform such acts to be in the good books of their employers, and to have better assessment and

performance appraisals. Finally, the organizational effectiveness part could also be directly related to the roles assigned or tasks performed. Therefore, it's their positive enhancing behaviour at the workplace for organizational sustainability. Employees showing positive attitude, cooperative and helping behaviour amplify the morale of co-workers and when this behaviour is indirectly recognized by the organization, it motivates them all to behave in a similar manner which benefits the organization. A helping, social and work-friendly culture is developed, which reinforces the acts of OCB. It is a multi-dimensional construct, having two distinguished components, namely OCB towards individuals (OCB-I) and OCB towards organization (OCB-O) (Williams and Anderson, 1991; Lee and Allen, 2002). This is consistent with altruism and generalized compliance (Smith and Near, 1983), but includes acts of employees going beyond their defined contractual roles and responsibilities, not just charitable or philanthropic acts. Assisting co-workers with their workloads at the workplace as well as with their other personal issues describes employees' cooperative behaviour. Giving a helping hand to co-workers as well as supervisors with more workloads is not written in any rulebook, but can be beneficial for organizational core tasks. Many a time, new joiner employees would be able to imbibe such a helping and cooperative attitude in their behaviour by observing their seniors as 'actions speak louder than words'. Such acts are OCB-I, which is consistent with altruism or prosocial behaviour (Brief and Motowidlo, 1986; Moorman and Blakely, 1995; Van Dyne and LePine, 1998). Further, the habit of informing the organization beforehand when not able to turn up for work, not asking for extra breaks for rest and yearning to adhere to informal rules too along with the formal requisites. Being punctual at work, performing tasks with full enthusiasm and zest, avoiding personal chats at work, and acting responsibly towards organizational assets by protecting and using them judiciously. Last, but not the least, employees demonstrate sportsmanship by not always nagging about petty things at work. Such acts are OCB-O, which is consistent with generalized compliance behaviour (Smith and Near, 1983), demonstrating responsibility as well as taking ownership of happenings at the workplace. This component is of greater interest to practitioners as it is found to have humongous implications in the form of the creation of handy social capital and self-leading inspired employees. OCB entails discretionary employee actions that benefit organizational performance. Coined by Katz and Kahn (1996), then refined by (Bateman and Organ, 1983), it signifies positive attitudes exceeding job roles due to satisfaction primarily. This definition, critiqued for vagueness, was later revised to encompass acts to assist in reaching broader goals. OCB fosters a cooperative culture, comprising OCB towards individuals (helping co-workers) and OCB towards the organization (taking ownership of organizational goals). This construct aligns with altruism and compliance, enhancing organizational effectiveness, social capital, and self-leadership.

II. Measurement Instruments of OCB and Statistical Tools Applied

This section highlights various measurement tools for measuring OCB. The first trial of measurement was done in 1983, when Smith, Organ, and Near bifurcated this behaviour into two broad dimensions, namely 'altruism and generalized compliance'. The formulated self-rated scale had 16 items (Smith and Near, 1983). In the same year, Bateman and Organ formulated another tool, which is a 30-item scale having nine factors as 'compliance, altruism, dependability, house cleaning, complaints, waste, cooperation, punctuality, and criticism of and arguing with others.' Then, (Podsakoff and Fetter, 1990) formulated a scale by reinforcing the components identified by Organ in 1988. They designed a 24-item scale for measuring OCB under the following five major factors namely 'altruism, conscientiousness, sportsmanship, courtesy, and civic virtues' (Podsakoff and Fetter, 1990). In the year 1991, Williams and Anderson took a foot forward by looking deep into such acts as being 'in-role' or 'extra-role', from the perspective of job description. They pen down two factors, namely OCB-I and OCB-O, which are in sync with the altruism and compliance dimension (Smith and Near, 1983). They brought an evolution in the perspective of understanding OCB by designing a 14-item scale measuring extra-role instances (Williams and Anderson, 1991), validated by other studies (Randall and Birjulin, 1999; Turnley and Bloodgood, 2003). Further, Podsakoff and MacKenzie (1994) developed a 14-item scale with dimensions, namely 'altruism, courtesy, cheerleading, civic virtue, and sportsmanship' and Moorman and Blakely (1995) formulated a 19-item scale with four factors namely 'interpersonal helping, individual initiative, personal industry, and loyal boosterism'. In the same year, Organ and Lingl (1995) designed an 18-item scale with three factors namely 'compliance, altruism, and time/attendance'. Van Scotter and Motowidlo (1996) further provided us with a different perspective of looking at such instances concerning task performance by extending the idea of Brief and Motowidlo (1986) and designing a 15-item scale to measure OCB with two dimensions, namely, 'interpersonal facilitation and dedication at their job'. In a similar parlance, Podsakoff and MacKenzie (1997) attempted to develop a 13-item scale with three factors, namely, 'helping behaviour, sportsmanship, and civic virtue'. Measuring OCB with dimensions of 'helping attitude, and raising voice in form of innovative ideas' was put forward by Van Dyne and LePine (1998). However, Chattopadhyay (1999) designed a 35-item scale with five dimensions namely 'altruism, justice, peer relations, organization-based self-esteem, and interdependence'. Further, Lambert (2000) designed a 26-item scale with four facets, namely 'perceived benefit usefulness, perceived organizational support, interpersonal helping, and supervisor support'. But factor loading was not very high on this scale. Then, Lee and Allen (2002) formulated a 16-item instrument with facets of OCB-I and OCB-O. This instrument is consistent with the scale of Williams and Anderson (1991). Apart from the development of the abovementioned measurement scales, various statistical tools like correlation, regression, and structural equation modelling along with mediation and moderation are found to be applied in the studies.

III. Antecedents of OCB

The literature further critically evaluates the factors leading to increasing instances of OCB and how its presence affects the achievement of organizational core tasks. Out of the plethora of works, the major antecedents have been bifurcated into organizational factors and attitudinal factors. Organizational factors were found to converge into fairness in organizational justice, and the culture of the organization, whereas, attitudinal factors were found to culminate into affective mood state,

job satisfaction, Organizational Commitment, and Employee Engagement (Harter and Hayes, 2002; LePine and Johnson, 2002). Along with these factors, individual diversifications based on personal demographics were also found to explain such acts. Fairness in justice at the workplace has been an important motivational factor from the past as the employees feel privileged to be rewarded unbiasedly. Such employees will behave according to the organizational requirements and will follow the organizational code of ethics. Two kinds of justice have been discussed in the literature. One is distributive justice and the other one is procedural justice. Distributive justice was found to be a better predictor of OCB Bies (1989), which represents such instances where the distribution of compensation and rewards is fair and unbiased. Moorman (1991) also found that perceptions of fairness were strongly leading to OCB, justified by equity theory and theory of social exchange (Adams, 1965; Konovsky and Pugh, 1994). Moreover, interaction justice seems to take over the behaviour of employees by creating an invisible sort of bond like goodwill amongst the employees and towards the supervisors, thereby fostering interpersonal trust and faith. Therefore, the conclusion of the perception of justice leading to OCB stands true. The effect of culture has been significant on employees' behaviour. It has been seen via two dimensions, organizational culture, and societal culture (Aggarwal and Singh, 2022). Acts of altruism are exhibited by individuals based on their preconceived beliefs and values of societal culture. Due to differences in cultures, we have either individualistic citizens who are assumed to be more self-oriented or collective citizens who are assumed to be more generous and concerned for the welfare of society at large. Based on 'cultural norms, beliefs, and values', (Moorman and Blakely, 1995) noted that highly collective societies show more loyalty (OCB) in comparison to individualistic societies due to the high cultural values embedded in them. This leads to the question of whether such behaviour varies across genders. Women are found to be more altruistic (Diefendorff and Byrne, 2002). However, (Heilman and Chen, 2005) found that men's performance is more positively affected by such acts, whereas women remain stoic to this prospect. Literature also provides that with increasing age, women tend to do more altruistic acts and create more social networks (Singh and Kumra, 2006). Apart from societal culture, the climate of the organization also acts as a changing agent for employees' behaviour. Sometimes the climate seems to be sensitive to certain unethical acts that the employees show benevolent and ethical behaviour towards the co-workers. Later, it becomes so regular and habitual that it reinforces the development of a positive ethical work climate (Organ, 2018). Such a climate acts as a medium of effect transfer, from ethical sensitivity and spiritual wisdom to OCB Ghosh (2015). Based on the theory of reciprocity Gouldner (1960); Isen and Levin (1972) justified this positive attitude via 'feeling good and helping'. However, Lambert (2000) found that the instances of OCB are not amplified with an increase in work-related benefits. However, this was due to ad hoc permanent employees' behavioural anomalies. Perceived support from the organization as part of the culture could explain this association in a better manner. It was found to have a positive influence on the enhancement of citizenship behaviour. Organizational culture at the macro level could affect individual attitudes at the micro level. Mood states can have a two-way influence on employees' behaviour. Berkowitz and Connor (1966) noted that since society provides us with the required resources to work with, we are also obligated to certain moral and social responsibilities which one needs to fulfil. They found that failure creates frustration in individuals which lessens their willingness to help others whereas on the other side, success creates a 'glow of goodwill' which motivates them to tolerate more psychological cost while helping others. So, this indicates that a positive mood state reinforces acts of citizenship. Further, it was argued that successful ones took it as their responsibility to behave in a more responsible or socially desirable manner. Therefore, they usually behave more morally and socially. In a similar parlance, Isen (1970) organizational objectives investigated the impact of the 'warm glow of success' where he drew a similar conclusion that when a person achieves success, he has an instant fuse of energy for helping others to achieve their success. Therefore, they try to act more socially (Isen and Levin, 1972). However, (Organ and Konovsky, 1989) found that the cognitive part of a job is a better indicator of OCB as compared to the mood state (affective component). Lee and Allen (2002) found OCB-O to be related to job cognition and OCB-I to be associated with job affectivity. Therefore, this inconsistency required further interrogation. This was the discussion involving the effect of the positive mood, now we need to analyse how the employees will react to emotional exhaustion (anti-positive mood state). It was found to be inversely related to OCB (Cropanzano and Byrne, 2003). EE can be the opposite of employees' exhaustion (Maslach and Leiter, 2001), and was found to be a significant predictor of citizenship behaviour. Engaged employees are observed to be engrossed with their hands, heads, and hearts in assigned roles. Such employees are habitual in performing OCB at the workplace (Saks, 2006; Bhatnagar and Biswas, 2010; Kataria and Rastogi, 2013; Sridhar and Thiruvankadam). However, one astonishing finding was that emotional exhaustion does not affect OCB towards supervisors, which might be due to fear of poor remarks. Therefore, they control their emotional exhaustion which is quite logical and rational to comprehend. Job satisfaction (JS) is another important attribute leading to OCB, theoretically supported by the theory of social exchange (Adams, 1965), and the norm of reciprocity (Gouldner, 1960). Highly satisfied employees are found to be demonstrating more citizenship behaviour as the satisfaction from the work creates a positive attitude of employees which further enhances their urge to work in a more altruistic manner. Moreover, it also enhances their performance (Organ, 1977). However, it was found that JS and OCB are more strongly correlated than JS and performance (Bateman and Organ, 1983; Williams and Anderson, 1991; Organ and Ryan, 1995). However, Moorman (1991) advocated for fairness over JS. This anomaly was being tried to be solved via task scope as a better predictor of OCB (Farh and Organ, 1990). Still, it could not negate the relevance of JS in infusing a positive mood state. Being satisfied with their jobs positively reinforces their level of commitment to their organization (Lavelle, 2009). OC implies the strong emotional bond that an individual has with the organization, which enables them to prioritize their organizational tasks above their self-interest (Cohen, 2006). High OC enables them to go beyond formal duties for organizational objectives (Sharma and Yadav, 2021; O'Reilly III and Chatman, 1986). Deshpande and Raina (2011) also exemplified the instances of OCB due to high commitment towards the organizational goal. Internalization of

Table 2: Antecedents of OCB

• Organizational Factors	• Individual (Attitudinal) Factors
<ul style="list-style-type: none"> • Organizational Justice (Bies, 1989; Moorman, 1991). • Organizational Culture (Moorman & Blakely, 1995; Organ, 2018). • Societal Culture (Heilman & Chen, 2005). 	<ul style="list-style-type: none"> • Affective Mood State (Isen & Levin, 1972; Berkowitz & Connor, 1966). • Job Satisfaction (Bateman & Organ, 1983; Williams & Anderson, 1991). • Perceived Organizational Support (Moorman & Blakely, 1995; Organ, 2018). • Organizational Commitment (O'Reilly III & Chatman, 1986; Deshpande & Raina, 2011). • Employee Engagement (Saks, 2006; Organ, 2018).

organizational goals, commitment, and loyalty was found to be strongly associated with more instances of OCB (Feather and Rauter, 2004; Bies, 1989). However, Williams and Anderson (1991) found results contradictory to (O'Reilly III and Chatman, 1986) findings. They concluded that commitment is not a strong predictor of OCB. They separated employees' behaviour into two contexts in-role and extra-role and analyzed the data accordingly. Further, they bifurcated the behaviours of employees into two components, one is beneficial for individuals and the other one is beneficial for the organization. That is why the revelation of observation that commitment was more associated with OCB which is beneficial for individuals.

Moreover, Morrison (1994) found that the perception of in-role and extra-role tasks also influences instances of OCB. If a large quantum of activities is recognized as in-role, then they are likely to show more OCB (LePine et al., 2002). Therefore, increased job breadth or job involvement enhances acts of OCB (Diefendorff, et al., 2002). The available inconsistency of O'Reilly III and Chatman (1986) and Williams and Anderson's (1991) work on the correlation between OC and OCB is tried to be resolved by Shore and Wayne (1993) as they conclude that POS (Eisenberger et al., 1990) is the important factor affecting OCB rather than commitment (affective or continuance). The inconsistency in the association of OC and OCB calls for further in-depth analysis. Further, this association could turn the other way out with the presence or absence of employee engagement (Rich et al., 2010). For instance, it might be possible that an employee has a high commitment, but his tasks have not been able to engage them. This disengagement might be a hurdle for the organization in leveraging the true output of OCB.

IV. Consequences of OCB

Below are the benefits of the presence of nectar in the form of citizenship among employees. Acts of citizenship can improve organizational performance, create social capital, retain employees, create a sustainable organizational culture, and act as a pillar for corporate sustainability. Organizational efficiency in terms of the production of goods/services and human resource management is the major consequence of OCB (Podsakoff et al., 2000). As the employees assist their co-workers whenever they have heavy workloads, and consider protecting organizational assets as their responsibility, even though not explicitly mentioned anywhere. Such behaviour leads to less wastage as well as cost reduction, which leads to more products within the same quantity of resources. Therefore, the productivity of every unit of resource applied increases as a result of the demonstration of discretionary behaviour (Smith et al., 1983; Borman and Motowidlo, 1997). This efficient utilization also leads to freeing up of managerial resources which now could be applied to other crucial areas, which can enhance their productivity (Organ et al., 2006). Due to OCB, employees have been found to have better 'coordination and cooperation' amongst themselves (Katz, 1964), which reduces the quantum of explicit conflicts. This coordination is refined further for benefit when the employees volunteer to assist co-workers as well as managers with the organizational core tasks. This enhances the level of trust within the organization, which could further be beneficial for organizational long-term sustenance and in realizing its vision. A unique and positive culture in the organization is created due to a strong support system of employees who are ready to go the extra mile for each other. This work culture can enable the organization to build a strong brand with which the new and talented human resources would like to be associated, and the current employees would not prefer to leave. Therefore, it resolves the issue of employee retention and attracting new talents. The establishment of such a supportive and cooperative work culture enhances the morale of employees to perform better for the accomplishment of organizational core tasks. Employees' loyalty, as well as commitment (Leiter and Maslach, 1988), also gets enhanced due to high group cohesiveness and a sense of belongingness with the organization. Employees do not bother about trivial issues as they focus on the broader perspective of the organizational core task, which further reinforces OCB enhancing organizational effectiveness (Organ et al., 2006). Further, this sort of organizational culture

also came in handy at the time of drastic changes happening in the external environment. Cooperative employees will voluntarily participate in the meetings and understand the need to adopt new technologies for organizational core tasks. Last, but not the least, OCB also creates a 'social capital' out of its manpower, which will further contribute by improving organizational effectiveness. Social capital demonstrates consistent helping behaviour, builds a strong network for timely communication, assists in innovation, sustains trust, and improves organizational performance (Koys, 2001). Managerial evaluation of employees is also influenced by the demonstration of discretionary behaviour by employees. Such behaviour acts as a barometer for managers to evaluate employees' performance. They believe that organizational success will be sustained only when employees will consistently demonstrate such voluntary assistance. Further, citizenship behaviour is conceived as a hint for employees' commitment to their organization and is an important factor in deciding on employees' rewards and recognition (Organ et al., 2006).

Table 3: Consequences of OCB

Organizational Efficiency & Effectiveness (Podsakoff and Bachrach, 2000).
Managerial Evaluation (Organ and MacKenzie, 2006).
Organizational Performance (Koys, 2001).
Unique Organizational Culture (Leiter and Maslach, 1988).
Better Cooperation & Coordination among employees; Creation of Social Capital; and Organizational Sustainability (Organ, 2018).

Therefore, increasing the frequency of discretionary efforts by employees will unequivocally assist in the accomplishment of core organizational goals. Further, it will create a pool of social capital, which will become a ladder for long-term sustenance by improving productivity, efficiency, employee satisfaction, customer satisfaction, and better organizational performance.

Figure 2: Antecedents and Consequences of OCB

Antecedents			Consequences
Organizational Factors Organizational Justice Organizational Culture Societal Culture Attitudinal Factors Affective Mood State Job Satisfaction Organizational Commitment Perceived Organizational Support Employee Engagement	→	Organizational Citizenship Behaviour	→
			Task Performance Organizational efficiency and effectiveness Managerial evaluations Organizational Performance Better cooperation and coordination among employees Creation of social capital Formation of unique organizational culture Organizational

V. Negative shades of OCB

Recent literature (Vigoda-Gadot, 2006) indicates employees have started assuming citizenship behaviour as a compulsory act, rather than a voluntary one. Individuals were found engaged in demonstrating extra-role behaviour for the sake of performance appraisal or impression management (Grant and Mayer, 2009), or fear of job loss (Bolino and Harvey, 2013). This can add to the loss of well-being, counterproductive behaviour (Ariani, 2013), and escalation of stress, burnout, and work-family conflicts (Bolino and Turnley, 2005). However, employees cannot do it incessantly, as both times as well energy is limited. The more time employees devote to citizenship behaviour, the less time he/she will be able to invest in task performance or in-role behaviour. Too much citizenship behaviour can lead to lower job satisfaction and lower career success (Bergeron and Furst, 2013).

While doing this study, the researcher encountered a few limiting aspects too. Firstly, the period has not been considered as the basis for searching articles. The search was kept flexible. Secondly, the selection of articles was based on conceptual relevance, rather than journal categories. Even though attempts have been made to cover most of the A* journals to assure reliability, quality, and validity of the work. Thirdly, for the measurement of the OCB theme, the researcher has not included recently developed scales due to the paucity of evidence for their validity in different contexts and different cultural aspects. Fourthly, there was a limitation of electronic databases as there were few other databases that the researcher did not have access to.

4 Conclusion and Scope for Future Research

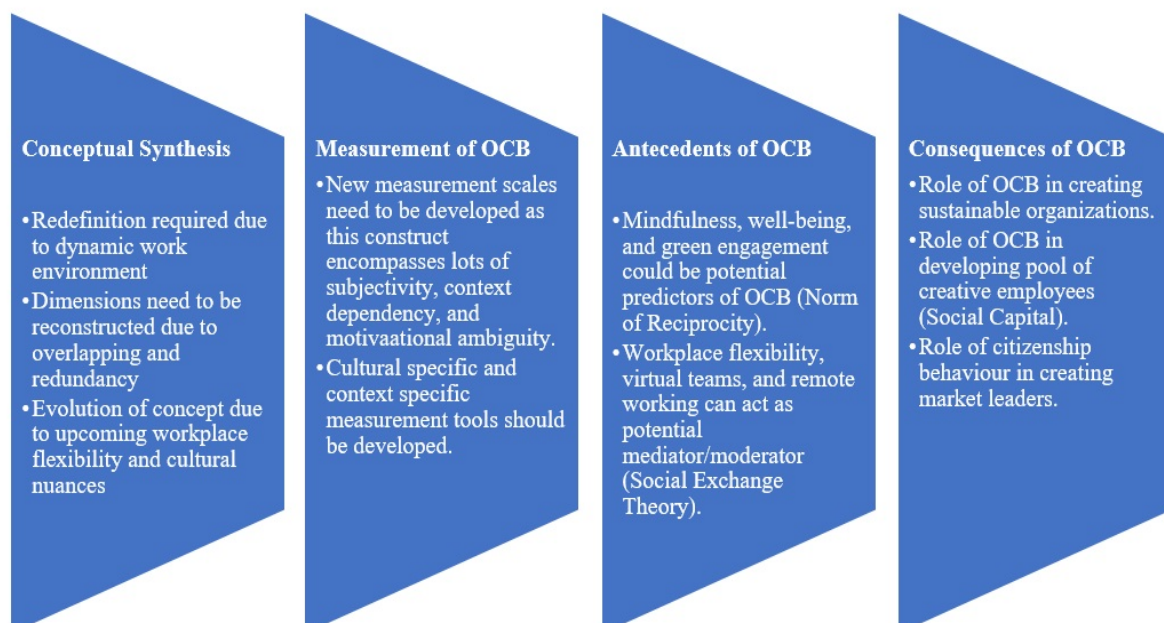
The paper examined a plethora of literature on OCB and presented a detailed account of its various facets, namely, concept, evolution, measurement instruments, antecedents, consequences, and the dark side of it. To begin with, light was shed on the concept and evolution of OCB as a construct. Firstly, it is now clear that OCB should not be misunderstood as only a philanthropic or charitable act. Secondly, it is an individual construct. It depends on the individuals' discretion and cannot be forced on them by the organization (Klotz and Stornelli, 2018). However, organizational support can act as a conducive

environment and external stimuli. Further, important measurement instruments of OCB have been discussed. Thereafter, all prominent antecedents and consequences have been deliberated. Finally, we find interesting shreds of evidence to understand the negative side of OCB by looking at it comprehensively in one prism. Managers should enquire into how the employees perceive their job and the organization. They should also formulate strategies for engaging employees in some discretionary extra-role behaviours, which have been found to have a positive effect on the individual's performance rating, compensation distribution, customer safety (Podsakoff and Blume, 2009), and which in turn enhances the organizational efficiency (Organ and Konovsky, 1989), effectiveness (Walz and Niehoff, 1996), affectivity, productivity (Koys, 2001), profitability, growth, success, and sustainability (Podsakoff and Blume, 2009). Hence, based on the analysis of the antecedents of OCB, a model could be developed to improve the OCB at the workplace. The model can be examined for mediation-moderation by various variables like spiritual intelligence, mindfulness, well-being, workplace flexibility, green engagement, etc. for fetching the positive outcomes of citizenship behaviour and curtailing the negative shades of it. A few research questions can be posed based on the review:

- i. Due to technological advancements and changing workplaces, how the association between organizational justice and OCB has evolved.
- ii. With a shift to virtual workplaces, how organizational culture is going to impact instances of citizenship behaviour?
- iii. Are the instances of OCB perceived similarly in different cultures (as cultural norms vary across nations and regions)?
- iv. With the COVID-19 disruption, there has been a lot of emphasis on employees' health, well-being, and mindfulness, but how these aspects impact citizenship behaviour is still unravelled.
- v. New upcoming constructs like workplace flexibility, green engagement, freelancing, etc., might assist in emerging new dimensions of OCB.
- vi. The motives of OCB are still an under-researched area which can help in curtailing the dark side of OCB.

So far, literature has not focused on the motives behind the engagement of employees in citizenship behaviour. This can be an avenue for future research on OCB. Studying the relationship of OC and OCB, in the presence of EE, would also be interesting and will bring in new insights for academia as well as practitioners. Further, the frequency and quantity of instances of citizenship behaviour can be analysed along with the quality of such acts as there can be the possibility of engaging in going the extra mile for the sake of improving self-image, rather than for organizational goals. Future can consider different combinations of various dimensions of citizenship behaviour as well as how organizations would be impacted by it, especially due to the dynamic business environment (Organ, 2018). With the age of contractual jobs, work from home, online workplaces, and flexible working hours in an increasingly gig economy, the nature of OCB will also transform. So, the occurrence of OCB would need to be carefully examined and understood in the contemporary scenario. Future research on OCB can contribute to the advancement of organizational behaviour theories by deepening our understanding of employee motivations, attitudes, and behaviours within the workspace.

Figure 3: Future Research Avenues



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