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Redefining the organizational citizenship behaviour

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Redefining the Organizational Citizenship Behaviour

Introduction

An employee helps his colleagues to comply with the rules of the organization, strives to perform better, and defends the company whenever needed. Is the employee voluntarily choosing to display this behaviour? What if the employee is displaying the behaviour because the job role requires him to do so or he is paid to do so? What if the culture and values of the organization are influencing the employee to act in a given way? What if the employee is explicitly reinforced by the organization to act in this way? The current research attempts to answer these questions and resolve the complexity associated with organizational citizenship behaviour and its measurement. Organizational citizenship behaviour (OCB) is an interesting subject of study in modern times due to fundamental changes in the nature of work and the workplace with an increased focus on strategic HR (García-Carbonell , Martin-Alcazar , & Sanchez-Gardey, 2014) and a shift in the collective culture in which organizations operate. Given that OCB promotes productivity, efficiency, and overall organizational effectiveness (Lo, Ramayah, & Hui, 2006), organizations are working aggressively to encourage OCB among employees (Bolino & Turnley, 2003) by investing in HRM systems and transforming culture which promotes OCB (Ling-ye, 2009). Further, the possibility that some organizations have elements of OCB in their documented job descriptions and performance appraisal manuals cannot be denied. Given the changing organizational environment, are we really capturing the essence of OCB when it is formally rewarded, when it is part of the job description, when it might not be discretionary, and when it is forced upon employees by the organization? Will OCB in such a scenario have the same consequences for the organizations? The contextual boundary conditions to OCB are thus far not acknowledged in the instruments created to measure OCB (Dekas, Bauer, Welle, Kurkoski, & Sullivan, 2013), although researchers have been investigating the validity and reliability of OCB measures in different cultural settings (e.g. Lievens & Anseel, 2004; Paillé, 2009). There is a need to conceptualize and deal with the challenges associated with themes, nomological network, and measurement of OCB in the light of these changes. Further, the conceptualisation of OCB in its early stage was based on political philosophy. As Van Dyne, Graham, and Dienesch

(1994) stated "...Over time, researchers can develop separate and more detailed nomological networks for the citizenship categories, each of which most likely has somewhat different antecedents and consequences. Because at this time the conceptualisation of citizenship based on political philosophy is in its early stages ...” (p.768).

There is a consensus among researchers that OCB is voluntary, it benefits people and organizations, and it is not part of the formal system of the organization (Podsakoff, Whiting, Podsakoff, & Blume, 2009). However, current research departs from this consensus, noting that the measurement of the elements of OCB (like helping behaviour, compliance, sportsmanship, loyalty, initiative, civic virtue, and self-development) in itself is not sufficient to examine OCB. A recent study revealed that some of the historical items used to operationalize OCB have become irrelevant (Dekas et al., 2013); therefore, the results might be misleading. Employees have various reasons to display OCB, ranging from impression management (Kim, Van Dyne, Kamdar, & Johnson, 2013; Snell & Wong, 2007), employee perception of the link between OCB and performance appraisal (Zheng, Zhang, & Li, 2012), predisposition of an employee, and the reciprocal causation relationship among three separate but related factors: individual characteristics (e.g., cognitive and affective traits), behaviour (e.g., those behaviours that produce outcomes) and environment (e.g., the social structure), and extrinsic and intrinsic subsystems (Deci, 1971). In today’s workplace, the lines between roles, responsibilities, norms, organizational culture, impression management techniques, and voluntary behaviour are blurred as never before. Previous studies have also revealed that the motives attributed to OCB such as impression management, prosocial motives, organizational concern (Rioux & Penner, 2001), and self-enhancement motives (Yun, Takeuchi, & Liu, 2007) influence the organizational outcomes differently. However, studies ignore OCB driven by organizational factors. There is a need to examine OCB along with these factors. The objective of this research is not to question the validity of research already done in the area of OCB or the discretionary elements of OCB but to consider the organizational-level drivers of these elements. The author argues that caution is required to define the boundaries and measurement of OCB with currently available tools. Researchers and practitioners must consider the context in which they are using existing scales to measure OCB. The objective

of this study is two-fold, first to propose two dimensions of OCB on the basis of social-exchange theory and role theory. Secondly, the study seeks to validate and create a scale to assess the proposed dimensions. To prove this, the current research tests the role of norms and rules and responsibilities in influencing OCB at the workplace. The current research argues that it is important to consider these factors before drawing conclusions about OCB as the display of OCB due to any of the factors might fall into some category of organizational behaviour other than OCB. The study examines a set of operational indicators for the dimensions of OCB that meet minimal criteria of measurement and operational indicators of dimensions that highlight the gap between the conceptual definition of OCB and empirical indicators of OCB. The dimensions are termed as discretionary-OCB (DOCB), normative-OCB (NOCB), and rule-bounded OCB. The author hopes that the results of the current research will be of use to human resource and organizational behaviour researchers either directly in their research contexts or in theory building.

The paper is divided into three sections. The first section provides an exhaustive review of the OCB literature focusing on the measurement of OCB. The theoretical foundation of the proposed dimensions is presented, followed by validation of the proposed dimensions using the process of review analysis, concept analysis, item selection, and empirical validation using exploratory factor analysis and confirmatory factor analysis by means of self-reports.

Given that OCB is susceptible to the self-serving bias, section two tests the proposed dimensions using supervisor-rated OCB. Therefore, section two deals with validating the model using supervisor-rated OCB data. Confirmatory factor analysis is used to establish convergent validity. It presents the theoretical circumscription and fundamental viability of the proposed OCB construct. In section three, the rule-bounded dimension of OCB is examined using job-description analysis.

Literature Review

The term OCB, first coined by Bateman and Organ (1983), has its roots in Katz's work (1964), who studied innovative and spontaneous behaviour beyond role prescriptions and

distinguished between high and low performers. Barnard (1938) characterised effective organizations as systems in which individuals cooperate to achieve organizational ends. The effectiveness of the organization is dependent upon the employees' contributions to the organization. The proposition of OCB is based upon social exchange theory (Blau, 1964). Extending earlier work on OCB, Katz and Kahn (1966) introduced the concept of extra-role cooperative behaviour, stating that effective organizations must evoke innovative behaviour.

OCB is largely studied in the following contexts: a) elements or contents of OCB such as altruism, sportsmanship, and b) OCB directed at individual/peers/colleagues, OCB directed at supervisors, and OCB directed at organizations c) organizational citizenship behaviour for the environment (Boiral & Paille', 2012). Organ (1988) developed a multiple dimensions framework of OCB and other researchers (See Table 1) extended his work. However, some researchers have argued that OCB is one-dimensional (LePine, Erez, & Johnson, 2002; Hoffman, Blair, Meriac, & Woehr, 2007). The original definition by Organ highlighted OCB as behaviour that is discretionary and not formally rewarded by the organization (Organ, 1988). This was followed by the introduction of contextual performance (Borman & Motowildo, 1997; Borman, White, & Dorsey, 1995; Motowildo & Van Scotter, 1994; Van Scotter & Motowildo, 1996), where OCB does not necessarily have to be discretionary. Despite the multiple definitions by various researchers, the commonly held understanding among researchers is that OCB is discretionary and not rewarded by the organization (Podsakoff et al., 2000; Organ, 1988).

As previously mentioned, the research on OCB has been more focused on establishing relationships between related constructs rather than construct development. OCB has emerged as a core topic of research in areas other than human resource and organizational behaviour such as marketing, public administration, engineering, healthcare services, sports science, sociology, computer science, communication, and, nursing (Institute for Scientific Information, 2013) because of its significant association with favorable organizational outcomes such as customer citizenship behaviour (Guo & Zhou, 2013), felt obligation and commitment (Coyle-Shapiro, Morrow, & Kessler, 2006), employee turnover (Podsakoff,

MacKenzie, Moorman, & Fetter, 1990; Organ & Konovsky, 1989; Smith, Organ, & Near, 1983), turnover intention (Chen, Hui, & Segó, 1998), organisational performance and organizational effectiveness (Podsakoff et al., 2000), withdrawal behaviour (Koslowsky & Dishon-Berkovits, 2001), organizational-level outcomes (Bolino, Klotz, Turnley, & Harvey, 2013; Spector, 2013), individual-level outcomes (Bergeron, Shipp, Rosen, & Furst, 2012), customer service (Morrison, 1996), financial performance (Chun, Shin, Choi, & Kim, 2013), and workgroup task performance (MacKenzie, Podsakoff, & Podsakoff, 2011).

Dimensions and existing measures of OCB

Podsakoff et al. (2000) identified 30 potentially different forms of citizenship behaviour and broadly classified them under seven themes discussed below. Recently, Dekas et al. (2013) introduced “employee sustainability” and “knowledge sharing” as two new dimensions of OCB along with previously validated dimensions. Another conceptualisation distinguishes between affiliation-oriented and challenge-oriented citizenship behaviours (Van Dyne, Cummings, & Parks, 1995). The review of all the dimensions and elements under those dimensions are presented in Table 1. The literature suggests that OCB is primarily measured using the following elements: altruism, conscientiousness, civic virtue, sportsmanship, courtesy, compliance, interpersonal helping, affiliative OCB, individual initiative, personal industry, and loyalty boosterism (Bateman & Organ, 1983; Podsakoff et al., 1990; Podsakoff & Mackenzie, 1989; Podsakoff, Ahearne, & MacKenzie, 1997; MacKenzie, Podsakoff, & Fetter 1991; MacKenzie et al., 1993; Podsakoff & MacKenzie, 1994; Moorman & Blakely, 1995; Organ & Konovsky, 1989; Graham, 1989; Van Dyne et al., 1994; Graham, 1989, 1991; Moorman & Blakely, 1995; MacKenzie et al., 1991; Wayne & Cordeiro, 2003; Williams & Anderson, 1991), OCB-I (OCB directed towards individuals), OCB-O (OCB directed towards organizations) (Williams & Anderson, 1991), service-oriented OCB (Bettencourt, Gwinner, & Meuter, 2001), altruistic concern for the organization and supervisor (Rioux & Penner, 2001; Davis, 1994), task-focused and person-focused OCB (Settoon & Mossholder, 2002), OCB-I and OCB-O (Lee & Allen, 2002), helping and voice (Van Dyne & LePine, 1998; Van Dyne Kamdar, & Joireman; Whiting, Podsakoff, & Pierce, 2008), taking charge, change-oriented OCB (Morrison & Phelps, 1999), pro-social voice and silence (Omar, 2009),

adapted version of the same dimensions directed toward supervisors and peers (Moorman, 1991; Wayne, Shore, & Liden 1997), changed-oriented OCB (Jiao, Richards, & Hackett, 2013), challenge-oriented OCB (MacKenzie, Podsakoff, & Podsakoff, 2011). The thorough analysis indicated that the measurement of OCB so far is limited to the seven themes identified by Podsakoff et al. (2000). These themes are:

Helping behaviour

This theme captures Organ's (1988, 1990) notion of courtesy, which involves helping others by taking steps to prevent the occurrence of problems for co-workers and exhibiting polite and soft behaviour toward colleagues. Empirical research (MacKenzie et al., 1993; MacKenzie, Podsakoff, & Rich, 1999; Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne, & MacKenzie, 1997) has generally confirmed that various forms of helping behaviour load on a single factor.

Sportsmanship

Organ (1990, p. 96) defined sportsmanship as "a willingness to tolerate the inevitable inconveniences and impositions of work without complaining." Employees maintain a positive attitude even when things do not go the way they want, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally (Podsakoff et al., 2000; Organ, 1990).

Organizational loyalty

Organizational loyalty consists of loyal boosterism, organizational loyalty (Graham, 1989, 1991), spreading goodwill, protecting the organization (George & Brief, 1992; George & Jones, 1997), endorsing, supporting, and defending organizational objectives (Borman & Motowidlo, 1993, 1997).

Generalised compliance

This dimension captures a person's internalisation and acceptance of the organization's rules, regulations, and procedures, which results in a conscientious adherence to them. It includes generalised compliance (Smith et al., 1983), organizational obedience (Graham, 1991), OCB-O (Williams & Anderson, 1991), following organizational rules and procedures (Borman & Motowidlo, 1993), and the job dedication construct (Van Scotter & Motowidlo, 1996).

Individual initiative

This form of OCB includes voluntary acts of creativity and innovation designed to improve one's task performance, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same. This dimension is analogous to the following constructs: personal industry (Graham, 1989; Moorman & Blakely, 1995), making constructive suggestions (George & Brief, 1992; George & Jones, 1997), persisting with enthusiasm (Borman & Motowidlo, 1993, 1997), taking charge at work (Morrison & Phelps, 1999), and job dedication (Van Scotter & Motowidlo, 1996). Organ (1988) argued that this form of behaviour is among the most difficult to distinguish from in-role behaviour because it differs more in degree than in kind.

Civic virtue

Civic virtue refers to the willingness to participate actively in governance (Graham, 1991), to monitor the organization's environment for threats and opportunities and to look out for the organization's best interests even at a great personal cost. This dimension is comparable to the concept of civic virtue (Organ, 1988, 1990), organizational participation (Graham, 1989), and protecting the organization (George & Brief, 1992).

Self-development

Self-development includes voluntary acts of employees to engage in improving their knowledge, skills, competencies, and abilities. According to George and Brief (1992), this includes seeking out advantage from advanced training courses, keeping abreast of the latest developments in one's area, learning new skills, and sharpening one's competencies to add valuable contributions to an organization.

(Insert Table 1)

Performance of OCB elements is not always discretionary

OCB and its measurement scales at present capture the extent to which an employee performs a particular behaviour (i.e. elements of OCB). It simply gives us information about display of OCB. It does not capture the non-discretionary drivers of OCB. This compromises the theoretical notion of OCB, which is based on the fact that behaviour has to be discretionary to be labelled as OCB. Therefore, the author argues that there is a need to consider the role of the non-discretionary drivers of OCB while measuring OCB.

Norms Influence OCB

Norms are by-products of the culture that provides information about acceptable forms of behaviour (Axelrod, 1984). Organizational cultures (Turnipseed, & Murkison, 2000) and organizational environments (Temminck et al., 2015) are significant determinants of OCB. Organizations are aggressively investing in changing culture that encourages employees to display creativity, self-discipline, and loyalty (elements of OCB). Further, a recent study revealed that discretionary HR practices are positively associated with OCB directed toward an organization (Gavino, Wayne, & Erdogan, 2012). Employees in such organizations perform the elements of OCB because of norms, an informal understanding governing their behaviour, and perception of acceptable and unacceptable behaviour. The driving force here is social acceptance. This again contradicts the fundamental notion of the “self-chosen” or “voluntary” element of OCB. The current study argues that elements of OCB displayed due to norms must be differentiated from discretionary behaviour.

Elements of OCB overlap with formal roles and responsibilities

Most of the elements of OCB such as creativity, following organizational rules and procedures, protecting the organization, punctuality (etc.) appear to be part of rules, roles, and responsibilities. Further, elements of OCB are formally rewarded by organizations. This aspect further compromises the other core notion of OCB that it has to be beyond roles and responsibilities. The variation in display of OCB has been reported to be due to the differentiation reward policy associated with OCB (Podsakoff, MacKenzie, Paine, &

Bachrach, 2000; Bolino, Turnley, & Niehoff, 2004). A recent meta-analysis examined the degree to which employees consider OCB as an inherent part of their job. It was reported that Confucian Asians consider OCB to be part of their job to a greater extent than do their Anglo counterparts, and affiliative OCB (e.g., helping, conscientiousness, and courtesy) are more likely to be considered part of one's job than change-oriented OCB (Jiao, Richards, & Hackett, 2013). The author supports the argument that the perception of in-role behaviour depends upon an employee's perception of role breadth (Morrison, 1994). However, the current study goes a step further and argues that there are organizations where the overlap between formal rules and responsibility is formally documented in the employee's role and is not merely about perception. There is a scope to validate the perceived in-role or extra-role behaviour through the examination of the job description and other formal documents. Further, the overlap between OCB and in-role is also a matter of degree as the proficiency level of a particular skill varies from position to position and role to role. Therefore, the current study proposes that the extent to which the formal job requirement overlaps with OCB measurement criteria needs to be empirically examined.

Proposed Dimensions

Based on the premises stated above, the current study proposes three dimensions of OCB labelled as discretionary-OCB (DOCB), normative-OCB (NOCB), and rule-bounded OCB.

Discretionary OCB

Discretionary OCB refers to an employee's discretionary behaviour that is beyond the call of duty, not explicitly recognised by the organization, and benefits the people and the organization. The term is labelled as discretionary OCB in order to differentiate it from OCB, which is not voluntary. It is similar to traditional OCB or synonymous with OCB. Despite growing evidence that OCB is unifactorial, little effort has been made to validate unifactorial measures of citizenship behaviour (Poropat & Jones, 2009). The current study proposes that DOCB is one-dimensional because an employee with a tendency to display discretionary behaviour is likely to display it across the elements of OCB.

Normative OCB

Normative OCB refers to an employee's behaviour beyond the call of duty, displayed due to peer pressure, strong norms of the organization, and a shared belief in the organization. It is not explicitly recognised by the organization and collectively benefits the people and organization. The norms and culture of the organization act as a driver to perform or not to perform OCB. This dimension is drawn from role theory as a background, which suggests that roles are shaped by the expectations of the system in which they are embedded and specified by certain normative behaviours and attitudes (Katz & Kahn, 1978; Stryker & Serpe, 1982). There are various contextual factors that influence OCB (Eisenberg & Fabes, 1988). For instance, less highly formalised organizations create an atmosphere of group cohesiveness that encourages employees to engage in OCB (George & Bettenhausen, 1990), and bureaucratically structured organizations create an environment of employee alienation that inhibits OCB (Podsakoff & MacKenzie, 1995).

Rule-bounded OCB

Rule-bounded OCB refers to the extent to which the elements of the OCB are displayed because it is part of roles, responsibilities, performance evaluation, or any such formal requirement of the job.

Operationalizing the Construct

Method

Figure 1 is a schematic presentation of the research process linking the conceptual development part with measurement development and validation as per the procedures recommended by Pett, Lackey, and Sullivan (2003). Empirical indicators of OCB were identified based on the exhaustive literature review and concept analysis. The draft items

were verified using the *Delphi technique* before and after pilot testing, before using it for the final analysis.

(Insert Figure 1)

Item selection

Literature review. The initial list of items related to the dimensions was generated from an exhaustive review of the literature. The principal researcher evaluated the list and seven others engaged in OCB research. The list served to generate 172 items.

Concept analysis. Concept analysis (Burns & Grove, 2001) was conducted to identify the empirical indicators of OCB, which were determined through following steps:

1. Determination of the purpose of concept analysis.
2. Identification of the definitions and characteristics of OCB.
3. Examination of the theoretical background of OCB.
4. Identification of sub-components of OCB.
5. Identification of the antecedents and consequences of OCB.
6. Defining the empirical indicators of OCB.

Based on the concept analysis, 62 items were shortlisted and 110 items were removed. Most of the items were removed primarily because of high content commonality with syntax similarity.

Delphi technique. The *delphi* method is a structured communication technique used to forecast (or to make decisions) through a systematic, interactive forecasting method which relies on a panel of experts (Norman & Olaf, 1963; Linstone & Turoff, 1975). 97 experts from the fields of management, psychology, human resource management, organizational behaviour, and psychological testing with more than 10 years' experience were invited to participate in the *Delphi technique*. A total of 26 participants participated. Demographic details are presented in Table 2. Experts were requested to match the OCB dimensions with the items and critique the scale on the following parameters:

1. Are the instructions appropriate and clear?
2. Is there a need to add additional or to modify instructions?
3. Are the framed items clear and simple to understand?
4. Is there any item that is confusing and misleading?
5. Would you suggest re-framing any item to make it more meaningful?
6. Does the instrument capture the total content area of OCB?
7. Does the instrument miss any aspect of OCB?
8. Are the items sufficient to capture the components of OCB?
9. Is there any aspect/content that needs to be added?
10. Is there any content that does not measure OCB and hence needs to be removed?
11. Is the formatting of the instrument appropriate?
12. Is the instrument well designed?
13. Would you like to make any suggestions for improving the layout of the instrument?
14. Is the instrument professional in appearance?
15. Are the items clustered too closely or loosely?
16. Is it simple and easy to read the questions and mark the answers on the response sheet?

All the concerns raised by the experts were dealt with, and all the modifications were made before administration. On the basis of the *Delphi technique*, 60 items were generated and 6 items were removed.

Sample. During the pilot testing phase, the final data set indicated significant under-representation of women. This factor was considered during the final stage, and questionnaires were sent to an equal number of males and females. A similar approach was followed in order to ensure that all age groups were equally represented. In total, the questionnaire was mailed to 8092 participants and 2898 participants responded. 692 partially filled responses were removed, and 372 responses were removed in order to ensure equitable responses from different profile groups. The eligible responses totalled 1834 and the

demographic details of the participants are presented in Table 2. Responses were given on a five-point scale ranging from ‘strongly agree’ to ‘strongly disagree.’

Data collection procedure. Freelance data collection analysts and HR consultants were contacted through personal contacts. They were requested to facilitate the data collection by introducing organizations and participants. The data then was collected by the author and assistants. IT experts were hired to run the online survey to ensure high responsiveness using an “email-campaign” and frequent reminders.

(Insert Table 2)

Results

Exploratory factor analysis

Exploratory factor analysis (EFA) was performed using SPSS version 22. During EFA, 24 items were eliminated because they did not have a significant coefficient. The determinant value is 8.381E-24 and is not equal to zero. Hence, the correlation matrix is not singular and positive definite. The KMO value of 0.937 is meticulous as per the Kaiser criterion (Kaiser, 1974). The value suggests that there is a sufficient sample size relative to the number of items in our scale. Bartlett's test is significant, $N=1834$ ($\chi^2= 96716.4378442666$, $p=.000$).

Factor loadings from rotated factor matrix for OCB. Table 3 indicates that all 36 items in the aggregate load on three factors. 24 items with a coefficient less than .50 were removed. Factor 1 explains the maximum variance of 43.81%, factor 2 explains the variance of 21.93%, and factor 3 explains the variance of 11.52%. The items measuring DOCB load on factor 1, items measuring NOCB load on factor 2, and items measuring ROCB load on factor 3.

(Insert Table 3)

Confirmatory factor analysis

Confirmatory factor analysis (CFA) was performed using AMOS version 20. CFA resulted in a model with 29 items and elimination of 7 items. When the model was fitted using 36 items, the model did not fit the data ($\chi^2=14477.793$, $df=542$, $CMIN/DF =26.712$, $RMR=0.272$, $GFI=0.764$, $RMSEA=0.118$; $NFI=0.851$; $CFI=0.856$), with significant regression estimates.

The model obtained after removing the seven items improved the fitness of the model significantly. The chi-square ($\chi^2= 2916.00$, $df=324$) of all the models obtained was highly significant ($p<.001$) and $CMIN/DF$ of 9.00 is not in the range of 3 to 1. Other model fit measures are considered because Chi-square is sensitive to sample size (Carmines & McIver, 1981). The RMR (root mean square residual) is moderately close to ($RMR=.047$, $p<.05$) zero, indicating a good fit. The goodness of fit index (GFI) signifies the overall amount of the covariation among the observed variables that can be accounted for the hypothesised model. The value greater than .90 indicates a good fit, GFI value of .91, and meets the criterion of model fitness (Baumgartner & Hombur,1996). Further, RMSEA (.044, $p<.05$) below the .05 cut-off indicates the approximation of the observed model to the true model. $NFI= .960$ and $CFI=.965$ further indicates that the model fits the data. The fit indices demonstrated acceptable fit (Hu & Bentler, 1998, 1999).

The regression estimate of the modified model is presented in Figure 2. In Figure 2, all items have strong standardised loadings on DOCB, ranging from .71 to .81, except item 5 and item 10, which do not have strong standardised loadings on DOCB. All items have strong standardised loadings on NOCB, ranging from .89 to .93, except item 13, item 15, and item 24. Ten out of 11 items have strong standardised loadings on ROCB, ranging from .93 to .95. The no-correlation between DOCB and ROCB indicates that two factors are independent. There is a significant negative correlation between DOCB and NOCB, and there is a significant positive correlation between NOCB and ROCB.

(Insert Figure 2)

Scale Properties

Reliability

Method

Sample. Demographic details of the participants are presented in Table 2.

Results

Cronbach's alpha reliability. DOCB =.924, NOCB=.978, and ROCB=.986

Test-retest reliability. The participants were requested to fill in the questionnaire 20 days after receipt of their original responses at time 1. At time 2, 1844 participants were requested to fill in the questionnaire again to establish test-retest reliability. The duration of response at time 2 varied from 1 to 30 days from the date of communication requesting participation at time 2. The eligible responses for establishing test-retest reliability totalled 771 and the demographic details are given in Table 2. The Pearson correlation between items ranges from .80 to .92 and the correlation of the composite score of DOCB is (.89, $p<.01$), and NOCB is (.92, $p<.01$).

Convergent Validity

Convergent validity is an assessment of the consistency in measurements across multiple operationalisations, that is, the degree to which two measures of constructs that theoretically should be related are related (Campbell & Fiske, 1959). The DOCB should correlate with an existing measure of the same construct (DeVellis, 1991).

Method

Measures. The DOCB in the current study emerged as a unidimensional construct. Therefore, DOCB was correlated with relatable dimensions from the existing tools. Altruism, generalised compliance, and conscientiousness dimensions borrowed from the scale by Podsakoff, MacKenzie, Moorman, and Fetter (1990) and loyalty, advocacy participation, and functional participation borrowed from Van Dyne, Graham, and Dienesch (1994).

Sample. The sample from self-reports is used to test the convergent validity (See Table 2).

Results

As expected, the DOCB is significantly correlated with all the dimensions: altruism (.80, $p < .01$), generalised compliance (.81, $p < .01$), conscientiousness (.86, $p < .01$), loyalty (.79, $p < .01$), advocacy participation (.86, $p < .01$), and functional participation (.71, $p < .01$).

Nomological Validity

Nomological validity refers to the degree to which predictions from a formal theoretical network containing the concept under examination are confirmed (Liu, Li, & Zhu, 2012). The association of organizational commitment (De Lara & Rodriguez, 2007) and task performance (Rapp, Bachrach, & Rapp, 2013) with OCB is well established. Therefore, organizational commitment and task performance is used to establish criterion-related validity.

Method

Sample. The sample from self-reports is used to test the nomological validity (See Table 2).

Measures. Responses for both organizational commitment and task performance were given on a five-point scale ranging from 'strongly agree' to 'strongly disagree.' Organizational commitment (OC) is measured using 30 items from OCQ (Mowday, Steers, & Porter, 1979). Task performance is adapted from McCarthy and Goffin (2001), including items such as 1) effectiveness in displaying job knowledge and skill, (2) effectiveness in verbal and written communication, (3) effectiveness in taking charge when required, (4) degree to which they set high standards and strive to meet them, and (5) quickness in learning to assess task performance.

Results

Figure 3 presents the significant association between OC and DOCB; OC and NOCB; OC and ROCB; DOCB and task performance; NOCB and task performance, and ROCB and task

performance. The model fit indicator scores are: CMIN/DF=292.02; GFI=0.96; NFI=0.96; CFI=0.96; RMSEA=0.398.

(Insert Figure 3)

Supervisor-rated OCB

Method

Sample

The sample profile of supervisors and subordinates is presented in Table 2. To avoid the self-serving bias, the scale was administered to supervisors to rate their subordinates. To maintain the independence of the supervisor ratings, each supervisor rated only one subordinate. The participant's supervisor was requested to fill in the questionnaire. A total of 1440 supervisors were sent questionnaires by e-mail and a total of 992 participants responded. The eligible responses totalled 571. The measure asks supervisors to rate the OCB of subordinates on a five-point scale ranging from 'strongly agree' to 'strongly disagree.'

Results

The model was tested on the data provided by the supervisors about their subordinates' OCB using 36 items. It did not fit the data ($\chi^2= 1822.631$, $df=512$, CMIN/DF =3.56, RMR=0.76, GFI=0.859, NFI=.941 and CFI=.957; RMSEA=0.067).

The model obtained after removing 2 items (item 13 and item 24) from NOCB and item 26 from ROCB improved the fitness of the model significantly ($\chi^2= 1358.706$, $df=428$, CMIN/DF =3.175, RMR=.069, GFI=0.910, NFI=.950, CFI=.965, and RMSEA=0.062). The regression estimates are presented in Figure 4. Table 4 presents the descriptive and correlational analysis of the supervisor-rated OCB.

(Insert Table 4 and Figure 4)

Scale Properties

Given the paucity of relevant supervisor-rated OCB data, the current paper tests only Cronbach's alpha reliability and nomological validity.

Cronbach's alpha reliability

DOCB =.896, NOCB=.928, and ROCB=.963

Nomological validity using supervisor-rated OCB

Method. The measure asks supervisors to rate the OCB, organizational commitment, and task performance of subordinates on a five-point scale ranging from 'strongly agree' to 'strongly disagree.'

Results. Table 4 presents the correlation matrix of supervisor-rated DOCB, NOCB, ROCB, OC, and task performance. Figure 5 presents the model tested on the data provided by the supervisors about their subordinates (model fit summary: CMIN/DF=18.853, GFI=0.97, NFI=0.98, CFI=0.98, and RMSEA=0.06).

(Insert Figure 5)

Role-Bounded OCB

Method

ROCB is one dimension that allowed the researcher to validate the dimension through secondary data. To test ROCB, author analysed job description. All the elements of OCB were individually searched in the job description. The frequency of overlap between OCB elements and job requirement in the JDs were examined.

Sample

Participants were requested to provide their job description and 1320 job descriptions were collected. To further validate the overlap between elements of OCB and formal job requirement, about 246 organizations participated and shared their job description data base. 2329 job descriptions were received. The industry details are given in Table 5. The objective

was to get organization-approved job descriptions to ensure greater validity. Therefore, no other method or sources such as advertisements were used.

(Insert Table 5)

Results

Job descriptions are analysed by calculating the number of job descriptions that include the OCB themes identified by Podsakoff et al. (2000). Graph 1 presents the analysis of JDs directly received from the participants and reveals that more than 50% of job descriptions include five major themes of OCB. Graph 2 presents the analysis of JDs received from participating organizations and indicates that more than 61% of job descriptions include five major themes of OCB. Helping behaviour is part of roles and responsibilities, largely in the form of interpersonal facilitation. In the case of sportsmanship, only two job descriptions mentioned optimistic/positive attitude as part of the formal role description.

(Insert Graph 1 and Graph 2)

Discussion and Implications

The study validates the three dimensions of OCB. The data support the consideration of DOCB as one-dimensional and two newly proposed dimensions of OCB. The study provides a set of indicators of DOCB, NOCB, and ROCB that behave as expected in terms of both statistical and theoretical criteria. The findings from EFA, CFA, and measurement properties validate the argument that employees display elements of citizenship behaviour because of predisposition, norms of the organization, and formal job requirements. The one-dimensional nature of DOCB suggests that an employee with a predisposition to display OCB is likely to display it across the themes of OCB. The support for NOCB and ROCB strongly suggests that employees display elements of OCB because of normative pressure and due to an overlap of elements of OCB with formal job requirements. Therefore, the measurement of mere elements of OCB might not lead to accurate assessment.

Item-wise analysis indicates that items related with helping behaviour, sportsmanship, and civic virtue loaded on DOCB, whereas items related with individual initiative, generalised compliance, and self-development did not load significantly. This could be possibly because these elements are part of formal job requirements.

While the literature does not clearly mention normative aspects of OCB, there are nevertheless a small number of references in the literature suggesting the influence of norms on OCB. For instance, Wei, Qu, and Ma (2012) found that OCBs performed by co-workers influence the extent to which each employee exhibits OCB. Similarly, organizational socialisation (Cavus, 2012) has been found to be associated with pro-social behaviour. OCB is positively associated with the performance of task-interdependent groups but has a neutral to negative association with the performance of task-independent groups (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012). Organizational characteristics like leadership and the characteristics of top management influence an employee's tendency to display OCB through culture (Turnipseed & Turnipseed, 2013) and communication from top management (Haigh & Pfau, 2006). In a relatively recent study, transformational leadership was found to influence change-oriented OCB (López-Domínguez, Enache, Sallan, & Simo, 2013). This could be further validated by examining the dimension of NOCB through the lenses of the culture and vision of the organization (Teh, Boerhannoeddin, & Ismail, 2012).

Creativity, performance benchmarks, high quality of services/products, and other such elements of OCB lead to high performance. In the face of fierce competition, organizations therefore expect OCB from employees as a part of their mandatory job responsibilities. Elements of OCB relating to five of its major themes were found in more than 61% of job descriptions and the author estimates that the qualitative inferences from the job descriptions might increase these percentages. OCB involves going beyond in-role and minimally required duties, which differentiates it from in-role performance. However, in global organizations, the line between DOCB and ROCB is becoming hazy. As the literature indicates a greater need to be precise about OCB measurement, measuring ROCB thus becomes critical since

measuring elements that are part of a job description under the umbrella of OCB could be misleading.

The typology brings attention to the OCB that is displayed due to the employee's predisposition, norms of the organization, and formal job requirements. The scales of OCB in the literature can provide an accurate assessment of OCB as a construct only when there is no overlap of elements of OCB with roles, responsibilities, and norms of the organization.

The literature suggests that OCB is associated with favourable outcomes for organizations. This is further confirmed in the current study, where all the dimensions of OCB are significantly associated with task performance. It is likely that the dimensions identified in this paper will influence the antecedents and consequences of OCB differently. Given the significant association between NOCB and task performance, organizations can channel the NOCB by ensuring the fit between employee characteristics and organizational characteristics; for instance, person-organization fit positively mediates the association between ethical culture and OCB (Ruiz-Palomino & Martínez-Cañas, 2014). Providing an encouraging and motivating environment will have a greater long-term positive impact on the employee and the organization. Further, in a study, it was revealed that OCB mediates the relationship between high involvement work processes and organizational performance (Kizilos, Cummings, & Cummings, 2013). The findings indicate that the structure and process of an organization can influence the tendency to display OCB.

The study makes a very significant contribution to the literature of OCB by drawing attention to the boundaries of OCB, which are likely to bring significant changes in the nomological network of OCB. The literature on OCB is rooted in the initial definition proposed by Organ (1988). If we follow the same definition, we need to extend the contents of OCB that are still not part of job descriptions and those that are not being tacitly forced (normative-OCB) on employees or else we need to redefine OCB according to the radical changes that organizations have experienced. The findings of the current research clearly indicate that the contents of OCB overlap with elements that are part of job descriptions;

therefore, the current research makes a contribution by indicating the pressing need to control this overlap in order to have a true measure of OCB. We need to rethink all these factors of OCB to make it more applicable for current organizations operating in competitive and uncertain environments where the boundary between roles, responsibilities, and discretionary behaviour keeps changing. The author is hopeful that this paper will trigger debate about the measurement issues of OCB emerging from the radical environments in which organizations are forced to operate.

Limitations and Future Research

The strength of the study is that it considers both self-report and supervisor-rated OCB. It facilitated the reduction of potential issues associated with common method bias (Podsakoff et al. 2003). However, the study, like any other research, has its limitations. Limitations include the usage of cross-sectional data; therefore, no causal inference can be made regarding the relationships in this study. The researcher believes that it is a good start to measure the factors of OCB; however, the author does not believe that the current item pool of the DOCB and NOCB accounts for all of the themes of OCB that are central to OCB. Further, organizations involved in the validation segment of the study were private sector organizations. Generalisation to other sectors requires caution.

The study contributes to research by dealing with a number of the measurement issues of OCB and by initiating the debate over the relevance of the existing contents of OCB. This research aligns with the literature on OCB in dynamic organizations and directs attention to issues that may become critical in the future. Do we need to discover some new elements of OCB that do not overlap with job descriptions in order to do justice to the essence of OCB? Are the current elements sufficient or is it just a matter of degree? The author encourages researchers to extend the research on types and dimensions of OCB. The nature of normative pressure influences the association between NOCB and favourable organizational outcomes differently; therefore, the proposed dimensions need to be further examined.

There is a scope to examine variation in OCB elements in role descriptions among different designations, levels, functions, and sectors. Individual level antecedents like age (Gyekye & Haybatollahi, 2015), gender (Schusterschitz et al., 2014), personality (O'Connell et al., 2001), and individual's attachment style (Desivilya et al., 2006) influence forms of OCB. Further, organizational and cultural contexts influence OCB (Paillé, 2009) Therefore, the author recommends analysis of individual- and organizational-level antecedents of NOCB and DOCB. Such an examination will provide a comprehensive view of the extent to which the historical elements of OCB are included in in-role behaviour. It will contribute in defining the boundaries of OCB. This article proposes a further examination of the relationship between the three given dimensions of OCB in different cultural settings: How does rule-bounded OCB impact the display of the other two dimensions of OCB and vice versa? How is the nomological network of OCB different from the nomological network of proposed dimensions? The exhaustive examination of elements/roles that are mandatory to perform and no longer part of OCB for organizations will provide further clarity in understanding OCB.

Conclusion

In summary, the paper presents the three dimensions of OCB referred to as DOCB, NOCB, and ROCB. The study highlights that norms, culture, and peer pressure in the workplace make it necessary for employees to exhibit elements of OCB. It offers insight into the constituents of OCB that are part of the job role and reveals that some contents of OCB are no longer relevant as they belong to in-role behaviour.

Given the results of the present study, a final and significant question arises: Is OCB limited to only these three dimensions or are there more dimensions to OCB in global organizations?

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Author biography

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Table 1. Review of OCB Dimensions

S.No	Dimensions	Elements	Author Names
1	Helping behavior	Altruism, cheerleading, courtesy, and peace-making,	(Organ, 1988, 1990)
		Interpersonal helping	(Graham, 1989; Moorman & Blakely, 1995)
		Altruism	(Smith <i>et al.</i> , 1983)
2	Sportsmanship	Sportsmanship	(Organ, 1988, 1990)
3	Organizational loyalty	Loyalty boosterism	(Graham, 1989; Moorman & Blakely, 1995)
		Organizational loyalty	(Graham, 1991)
4	Organizational compliance	Generalized compliance	(Smith <i>et al.</i> , 1983)
		Organizational obedience	(Graham, 1991)
5	Individual initiative	Conscientiousness	(Organ, 1988, 1990)
		Personal industry, individual initiative	(Graham, 1989; Moorman & Blakely, 1995)
6	Civic virtue	Civic virtue	(Smith <i>et al.</i> , 1983)
		Organizational participation	(Graham, 1991)
7	OCB -O and	Volunteering to carry out task activities,	(Williams & Anderson, 1991; Borman &

OCB -I	persisting with enthusiasm and extra effort, endorsing, supporting and defending organizational, following organizational rules and procedures, helping and cooperation with others	Motowidlo, 1993, 1997
	Job dedication centres on self- disciplined behaviours, interpersonal facilitation	(Van Scotter & Motowidlo, 1996)
	Making constructive suggestions, protecting the organization	(George & Brief, 1992; George & Jones, 1997)
8 Employee sustainability	Participating in activities to maintain one's own well-being, or to support others' to maintain their health	(Dekas, Bauer, Welle, Kurkoski, & Sullivan, 2013)
9 Knowledge-sharing	Sharing knowledge with colleagues	(Dekas, Bauer, Welle, Kurkoski, & Sullivan, 2013)

Table 2. *Sample Characteristics*

Survey			
	Self-Reports	Supervisor-Rated OCB	Test-Retest Reliability
Age	M=40.33 SD=11.54	M=48.10 SD=14.31	M=38.90 SD=13.13
21-25yrs	234	96	183
26-30yrs	253	83	254
31-35yrs	236	82	79
36-40yrs	192	2	73
41-45yrs	223	74	40
46-50yrs	205	42	43
51-55yrs	246	123	42
56-60yrs	245	69	57
Gender	M=1.46 SD=.49	M=1.40 SD=.49	M=1.60 SD=.69
Male	987	338	317
Female	847	233	454
Total	1834	571	771
<i>Delphi technique</i>			
<i>Field</i>	Academia	Corporates	
	10*	16**	
<i>Gender</i>	Male=7; Female=3	Male=9; Female=7	
<i>Age</i>	M=47.20 SD=10.72	M=42.63 SD=16.18	

Note: *Includes 2 experts with scale development expertise; **8 line managers and 8 HR Manager.

Table 3. Exploratory factor analysis from rotated factor matrix of the OCB

S.No.	Items	Factor		
		1	2	3
1	Tolerate the inevitable inconvenience and impositions without whining and grievance.(DOCB)	.021	-.096	.814
2	Willingly helps others who have work-related problems. (DOCB)	.005	-.085	.773
3	Obeys company rules and regulations even when no one is watching. (DOCB)	-.017	-.142	.723
4	Does not take extra breaks. (DOCB)	.060	-.060	.795
5	Voluntarily come forward in times of crisis/emergency to resolve the problem. (DOCB)	.077	-.112	.769
6	If anyone criticizes my organization, I strongly defend my company. (DOCB)	.014	-.142	.755
7	Do not compromise on quality standards even if it means quick benefits. (DOCB)*	.001	-.071	.786
8	Do not engage in any fraudulent practices because my value system does not allow it. (DOCB)*	-.040	-.170	.716
9	Do not engage in favouritism and nepotism because my value system does not allow it. (DOCB)*	.009	-.094	.767
10	Goes out of his/her way to protect organizational property. (DOCB)	.123	-.086	.784
11	Shares ideas for new projects or improvements widely. (DOCB)	-.071	-.067	.717
12	Volunteers for overtime work when needed. (DOCB)	.027	-.078	.729
13	I am supposed to make creative contributions to succeed in my current role.(NOCB)*	.299	.894	-.010
14	Feels constant pressure to over-achieve my targets. (NOCB)*	.269	.889	-.111

Notes: *Newly generated items

-Continued

S. No.	Items	Factor		
		1	2	3
15	Do not engage in any unproductive activities because it is discouraged by others in the organization. (NOCB)*	.163	.877	-.221
16	Employees in the current organizations are supposed to come together at the times of crisis. (NOCB)*	.256	.868	-.127
17	Do not engage in any fraudulent practices because company norms do not allow. (NOCB)*	.215	.896	-.079
18	Complaining about insufficient things at workplace is discouraged by the organization. (NOCB)*	.242	.864	-.194
19	Work beyond the official responsibility because the organization believes that employees must not confine themselves to official responsibilities. (NOCB)*	.226	.867	-.170
20	Visit office and office-related meetings without delay because it is highly unacceptable. (NOCB)*	.257	.874	-.110
21	Not sharing information and ideas can lead to social rejection. (NOCB)*	.253	.872	-.175
22	Pursue additional training because I am expected to participate in all the training programs organized by the organization. (NOCB)*	.211	.867	-.158
23	Does not abuse the rights of others because values and norms of the organization does not allow. (NOCB)*	.265	.877	-.121
24	I am expected to represents organization favourably to outsiders. (NOCB)*	.304	.873	-.151
25	Make creative contribution at my workplace because of my role requirement. (ROCB)*	.905	.246	.051
26	Perform extra duties and responsibilities because it is associated with extra perks. (ROCB)*	.783	.366	-.014

Notes: *Newly generated items

-Continued

S. No.	Items	Factor		
		1	2	3
27	Do not engage in any fraudulent practices because it is a punishable act in the organization. (ROCB)*	.912	.184	.018
28	Do not compromise on quality standards because quality performance is the basic requirement of my role. (ROCB)*	.902	.254	.029
29	Do not speak against the organization because it is against the organization's disciplinary policy. (ROCB)*	.913	.233	.026
30	Support and develop team members because employees are evaluated on the basis of their ability to support and develop colleagues. (ROCB)*	.901	.247	.035
31	Maintain good relations with my colleagues because interpersonal facilitation is one of the performance indicators in my current organization. (ROCB)*	.913	.223	.034
32	Do not engage in unproductive tasks because employees are formally tracked with regard to their work activities. (ROCB)*	.914	.224	-.009
33	Over-achieve targets because it is linked to compensation. (ROCB)*	.918	.201	.085
34	Conscientiously follow the organizational rules because disciplinary action can be taken against me. (ROCB)*	.913	.252	.011
35	Actively pursue my development programs because it is part of my roles and responsibilities. (ROCB)*	.921	.211	.031
36	I take steps to prevent problems with workers because it is highly appreciated in the organization. (ROCB)*		.273	-.031
		.899		
Eigenvalues		15.773	7.896	4.146
% of Variance Explained		43.813	21.932	11.518

Notes: *Newly generated items

Table 4. Correlation matrix of supervisor rated OCB dimensions

		Mean	SD	1	2
1	DOCB	2.01	0.58		
2	NOCB	2.55	1.20	-.275**	
3	ROCB	2.79	1.31	.000	.507**

Notes: ** p<.01

Table 5. Profile of the Industries participated in Job-description analysis

S. No.	Industry	Total Numbers
1	Automobiles	4
2	Chemicals and Fertilizers	1
3	FMCG	2
4	Healthcare	1
5	Infrastructure	1
6	Insurance	1
7	Logistic	1
8	Media and Entertainment	1
9	Metals	2
10	Oil and Gas	1
11	Pharmaceutical	2
12	Power	6
13	Professional Firms and Services	2

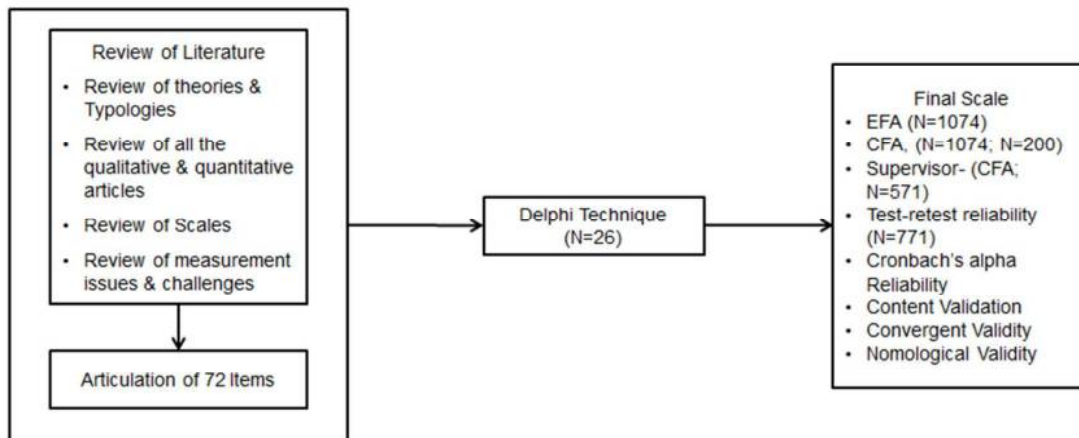


Figure 1. An Overview of Scale Conceptualization

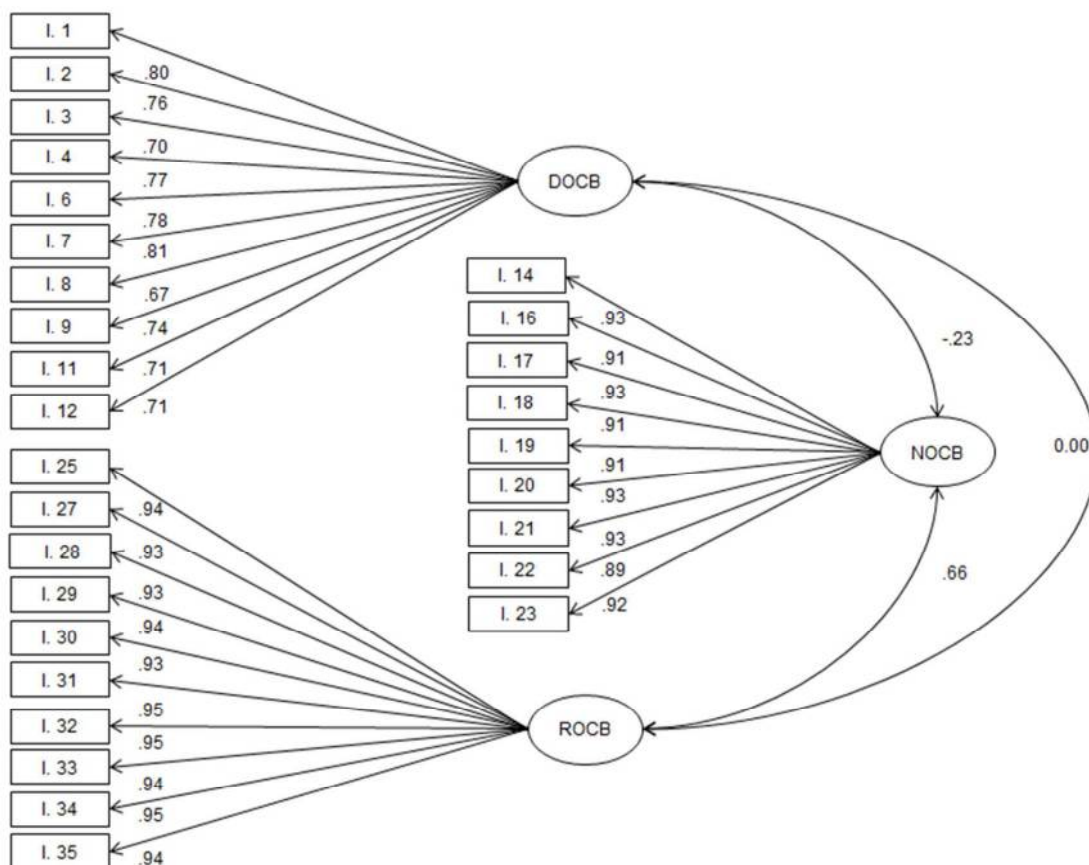


Figure 2. Regression Estimates from Self-Reports

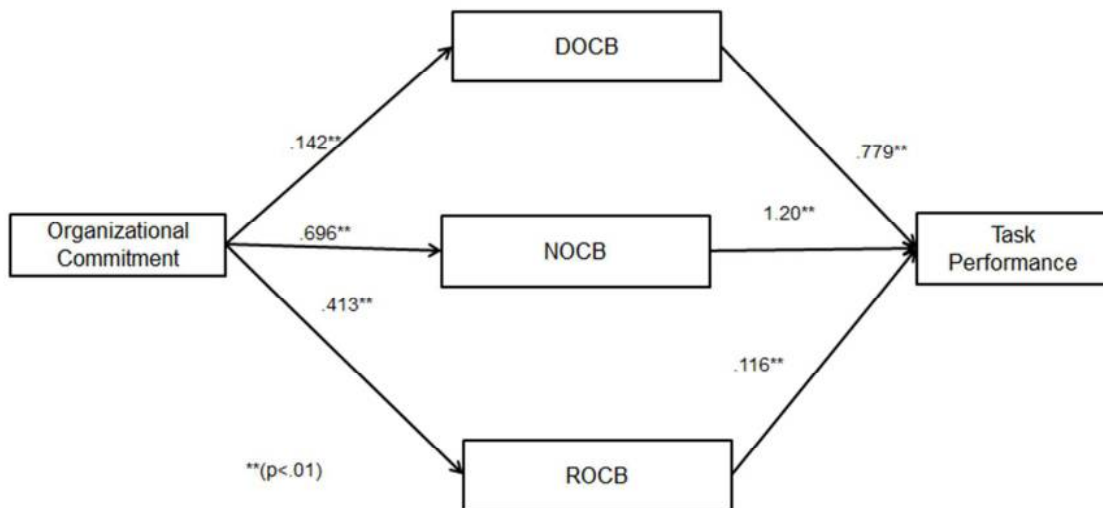


Figure 3. Nomological Validity Using Self-Reports

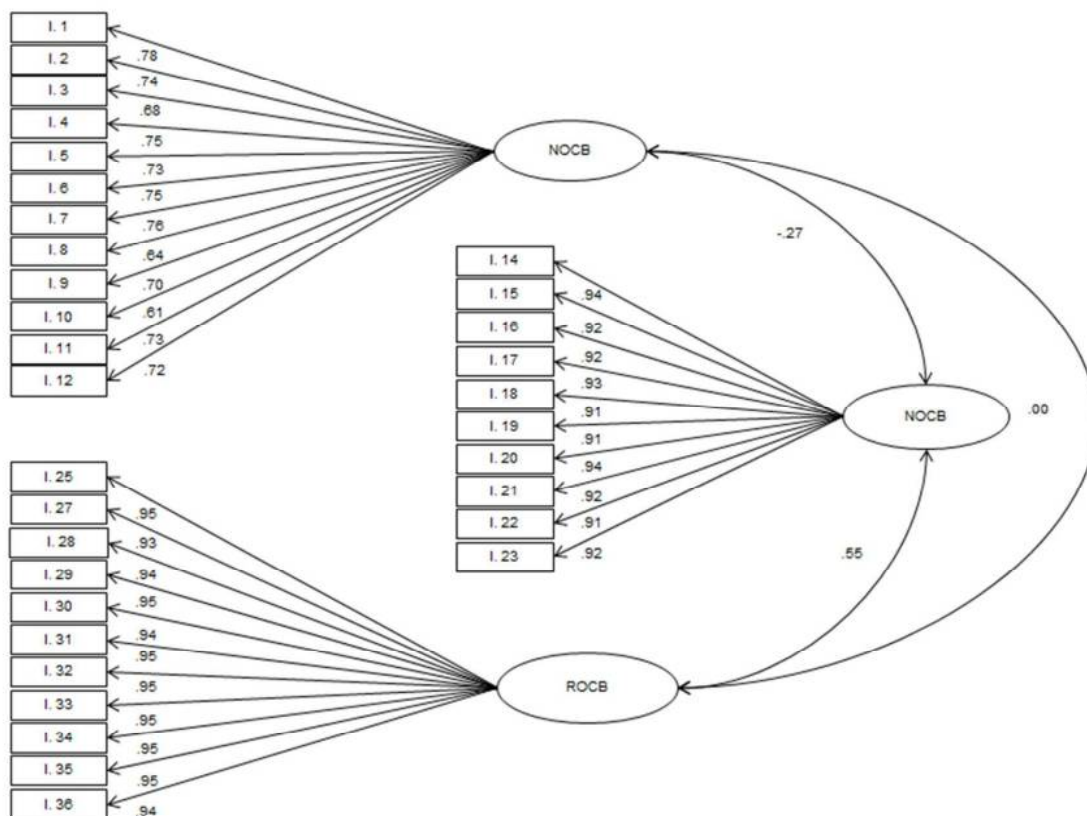


Figure 4. Regression Estimates Using Supervisor-Rated OCB

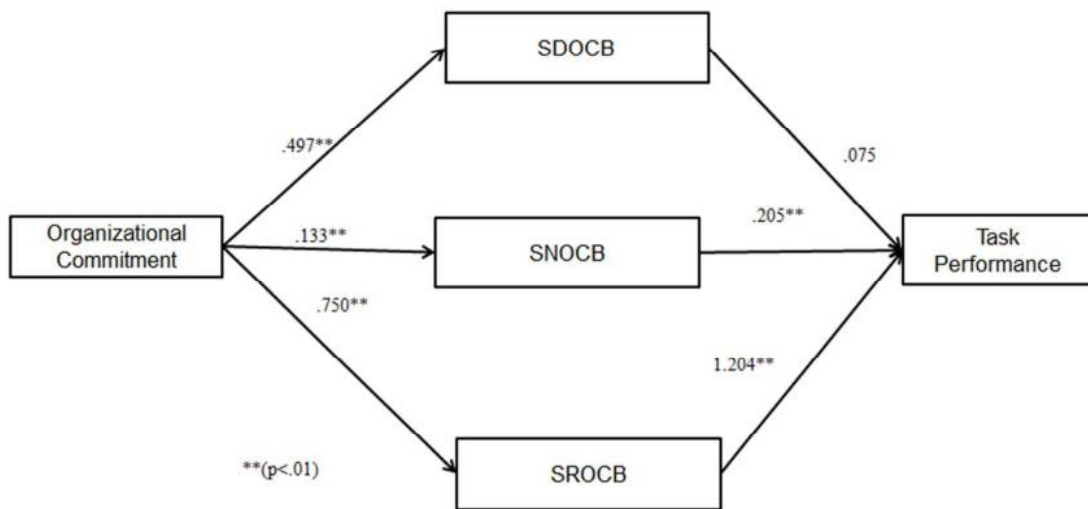
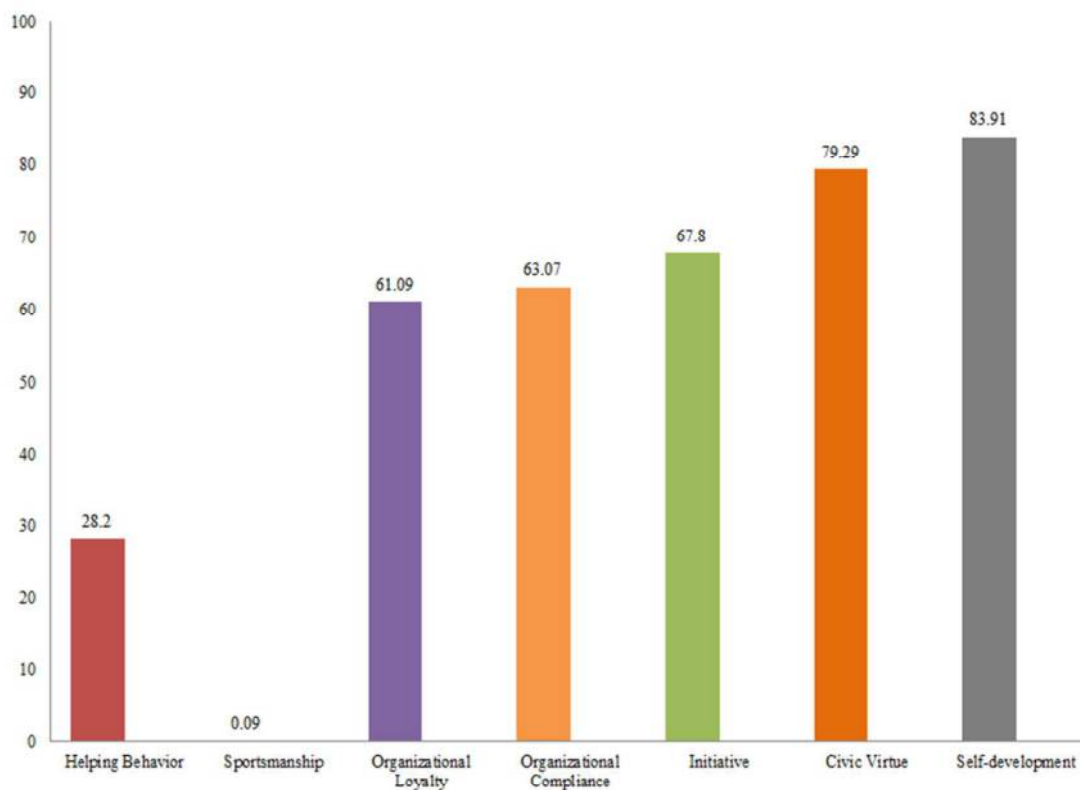
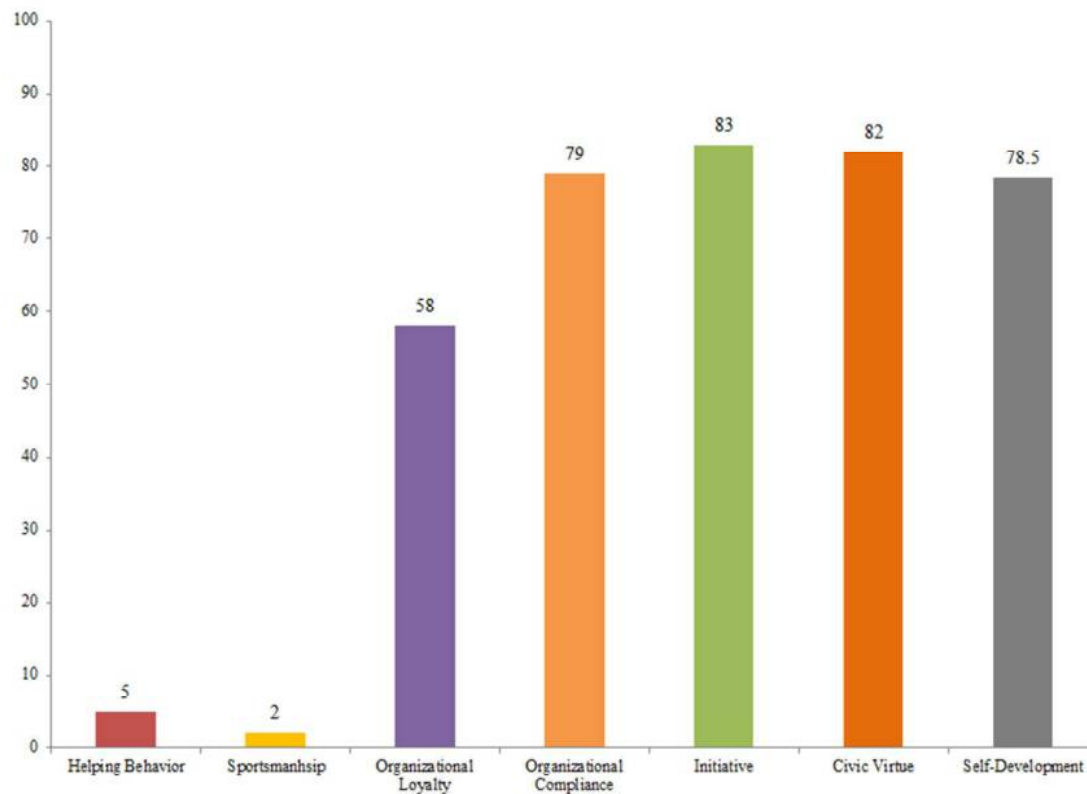


Figure 5. Nomological Validity Using Supervisor-Rated OCB



Graph 1. Percent of OCB Elements in Formal Job Descriptions of Participants Participated



Graph 2. Percent of OCB Elements in Formal Job Descriptions Collected from Multiple Organizations