

ORGANIZATIONAL CITIZENSHIP BEHAVIOR- DEFINITION, DETERMINANTS AND EFFECTS

Ivana Veličkovska

University of Belgrade, Technical faculty in Bor

Abstract

In this paper, it is considered the phenomenon of organizational citizenship behavior from the time when the concept appeared in the literature until now, its definition and changing nature. Also, it is analyzed the relation between OCB and other related concepts, its connection with organizational culture, attitudes, values, etc. Through analyzing concept essence, it is explained the possibility to manage this kind of a behavior and especially leader's role as motivation factor to engage in OCB. Analyze is based on sixteen scientific articles related to the organizational citizenship behavior. The OCB concept is relatively new in the literature so it needs to be further examined because there is possibility to develop it.

Keywords: *Organizational citizenship behavior, in-role and extra-role, employees*

1. INTRODUCTION

Motivation is one of the most important question for employers in the last decade. Now, when the world progress is substantial and global market is saturated with product and services of high quality, possibility for achieving competitive advantage lies in the human resources. Many authors have tried to define what motivates people. Human factor has been neglected for many years as unimportant. Individuals were moved aside to make place for technology and its development. But as we know, if there are no people, technology would be just a bunch of iron.

Organizational behavior as a discipline is trying to explain human behavior, reasons for different types of behavior, its advantages and disadvantages. As a behavioral discipline, organizational behavior is dealing with phenomena's that effects on individual, team and group work in organizations among which is motivation. Today we can find many motivation theories in the literature. All of them are trying to connect human behavior with work results. The goal is to increase organizational effectiveness and efficiency using the most important production factor which is human factor. Organizational culture in certain way defines employee's behavior, attitudes and values. Creating adequate organization culture where success, team work, creativity, loyalty, communication and other values are important is a half way to the organization success. Each employee should be interested in achieving organizational goals because it helps in achieving personal goals which results in overall satisfaction.

One interesting topic that emerged in the literature more than two decades ago is about employee's motivation to engage in task performance. It implies not only to the basic task requirements but also to the other non-formal task requirements. Many authors do not agree on general opinion about job requirements. They say that job requirements are not only the one that are formally written but also include other non-written requirements. It's personal choice of employees whether they want to engage in additional, non-formal requirements. In the literature exists formal definition of this phenomenon as Organizational Citizenship Behavior or shortly OCB.

2. DEFINITION OF OCB

In the last century authors were investigating organizational behavior of employees hoping to explain reasons for specific behavior and relation with organizational performance. In 1966 Katz and Kahn noticed the difference between employees who put more effort than others in doing work. This effort was defined as „helping colleagues with the work, protection of the organization interests, giving advices, promotion of the organization...” [1]. From that research one interesting topic was mentioned which is in the literature now known as organizational citizenship behavior. The concept organizational citizenship behavior has its origins from the Chester Bernard's concept of the “willingness to cooperate“ and Daniel Katz's distinction between dependable role performance and „innovative and spontaneous behaviors“ [2]. The combination of these two concepts is citizenship behavior of employees.

The first author who put these two concepts together and defined the concept of organizational citizenship behavior is Organ in 1988. By his definition “OCB's have been defined as behaviors that an employee voluntarily engages in that promote the effectiveness of the organization but are not explicitly rewarded by the organization.” [3]. According to this definition it can be concluded that citizenship behavior is not defined by any formal organization regulation and that it is not related to any kind of a formal reward. Employees engage in citizenship behavior only because they want to, it is not a question of obligation. Definition of OCB offered by Polat considers OCB as „The informal behaviors which are displayed by workmen in organizations” [4].

OCB relates to the effort which one employee use to do extra things in organization's interest. Helping coworkers to complete job or provide support during work performance is good thing from superior point of view because time for doing more important work assignments is longer. By Bateman and Organ there are two reasons for this kind of behavior. First, it is considered by social exchange theory that people want to return the favor if they are satisfied with job conditions so they behave the best they can. And the second one is the fact that more satisfied people tend to fulfill OCB [1].

Organ's definition of the OCB is strict according to Werner who says that citizenship behavior should be rewarded, it should be considered as a way of compensation for employee who want to improve organization efficiency and effectiveness [5]. Organization culture is one of the most important thing in organization when we talk about OCB, it has the power to influence on employees and motivate them to be helpful for other employees and work in teams. Active participation of employees in organization development and improvement is seen as OCB.

By Podsakoff there are four main categories of OCB antecedents and those are employee characteristics, task characteristics, organizational characteristics and leadership behaviors [2]. When we talk about employee characteristics we should emphasize its compound of few elements like satisfaction, commitment, fairness and leader supportiveness. In addition, it can be added agreeableness, conscientiousness and positive affectivity. Task characteristics are strongly connected with all types of citizenship behavior. All aspects of

leadership behavior have strong connection with OCB having on mind that leaders are those who have the biggest influence on employee's behavior. When leaders evaluate employees work performance as good than employees want to engage in OCB another reason for that is common opinion of most employees that OCB is considered to be a part of formal work.

3. OCB AS IN-ROLE OR EXTRA-ROLE BEHAVIOR

The way individuals describe work demands is crucial for citizenship behavior. It determines level of engagement in extra-role activities or OCB. Role expectation can be defined as an individual view on what is necessary for having a successful role performance [6]. Or it is individual opinion about things that are important for doing work successfully. Activities and attitudes are two main parts of role expectation. Every employee in organization knows what is important for doing work and what are the main aspects or activities, processes and knowledge that make his/her role in organization complete. If organizational citizenship behavior is included in formal job description than OCB cannot be seen as a extra-role function. On the other hand, Kwants et al were investigating culture's influence on the perception of OCB as in-role or extra-role and it was concluded that individuals who endorse reward for application see OCB as in-role [3]. Dierdorff, Rubin and Bachrach conducted a study on 198 full-time employees, enrolled in a graduate school of business at a large private Midwestern university. They defined work role as a combination of task context and social context [6]. Task context is about task requirements and activities. Social context is about work relationships and social atmosphere. In their research, social context covers interdependence and social support and task context covers autonomy and ambiguity. Results showed that role expectations relate to citizenships, social and task context. Role expectation is fully connected with citizenship and social support. The research revealed the fact that employees would engage more in OCB if they work in a social supportive environment where helping others is appreciated. Social support relates to the fact that individuals feel secure in this kind of environment and are more likely to engage in OCB. Managers can pass training course for providing social supportive environment so they can influence on employees to perform tasks the best they can according to OCB. Autonomy context has a significant relation with citizenship. As higher level of autonomy is, individuals are more motivated to do their best and to improve work performance. They have freedom to modify and make changes in activities and processes related to work tasks and based on that they try to do it the best they can. When individuals can influence and adjust their tasks so the results are better than they engage in doing those tasks with more motivation and attention, showing high level of organizational citizenship behavior. And ambiguity at work has negative effect on OCB because individuals do not know what expected role of the work context is, they have unclear role expectation and do not engage in OCB. Dierdorff, Rubin and Bachrach were first to investigate influence of ambiguity on citizenship performance. For interdependence it can be said that highly interdependent individuals have more motives to interact with each other and manage work tasks together and it is considered that those individuals use in practice OCB more than usual but the results of the study didn't show positive correlation between these two. While on the other side, nature of highly independent work tasks is not based on social interaction with other individuals and then we have low level of OCB [6].

Werner mentioned in his work that some authors define difference between in- role and OCB as a difference between task performance and contextual performance meaning that task performance is connected with in-role behavior and contextual performance is connected with effort that each employee provide during his work which is not formal part

of the required work and it can be OCB [5]. Werner refers to these two categories as task performance and citizenship performance.

Dierdorff, Rubin and Bachrach showed two most important differences between existing researches and their own, first one is the fact that previous researches in this domain were about role expectation in general. Dierdorff, Rubin and Bachrach broaden this topic to role requirements and role perception. And second important difference is inclusion of context in research.

A lot of researches were conducted to explore antecedents of OCB only few of them really demonstrate connection between OCB and organizational effectiveness. There is a problem for employees to define what their job requirement is, most of them mix in-role and extra-role behavior. If in-role or OCB have positive effects with no big difference among them on organizational effectiveness it is not important the difference between these two but if the consequences (antecedents) are important than it is important to understand the difference between them [2].

4. DIMENSIONS OF OCB

Podsakoff defined 30 different types of organizational citizenship behavior which he arranged into seven different groups by the following order: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development [2]. Helping behavior is type of OCB where individual help others with their work or perform actions to prevent possible problems. Sportsmanship is defined as behavior which includes not only sacrificing for the sake of team, but also motivating others during hard periods or problems. Also, it includes not having problems with rejection of personal ideas by team. Organizational loyalty is seen as protecting the interests of the company as being loyal to it but not many author have confirmed organizational loyalty as a type of OCB. Organizational compliance is compliance with the organizational rules and procedures in total. Individual initiative is extra-role activity, it includes involving in task related behavior but it is not clear whether it is OCB type or just in-role behavior so many authors do not include it in OCB type. Civic virtue represents identifying individual to a organization as a whole and protecting organization interest in every aspect. The last is self-development in that sense that means developing itself, individual will contribute to the organizational interests but it is not considered to be OCB type by many authors. These types of organizational citizenship behaviors are correlated with previous researches of other authors but are categorized under different name [2].

Polat in his work describes 5 dimensions of OCB including altruism, courtesy, conscientiousness, sportsmanship and civil virtue. By altruism he means helping colleagues to perform their job, courtesy means helping others to avoid potential problem, conscientiousness means performing job according to the rules, sportsmanship means protecting team interests and avoiding team conflicts and at the end civil virtue means high level of interest for the organization and high level of loyalty to the organization. According to these 5 dimensions, 219 administrators in secondary schools from Turkey were questioned and the results showed that the highest level of OCB were found in the following order: courtesy, altruism, civil virtue, conscientiousness and the sportsmanship [4]. There is a difference in evaluation of the young and elder administrators and medium age administrator, where young and elder administrators evaluate that teachers are less engaged in OCB because they have high expectation from teachers and consider that it is a part of their job to participate in extra activities.

Kwantes et al. were exploring relationship between social axioms and perceptions of OCB. 363 undergraduate students from the southwestern Ontario in Canada were examined.

Survey was based on 5 factors, conscientiousness- desire to do task well, initiative- action to improve group communication, volunteerism- spend your time doing social work, boosterism- promotion of organization, and sportsmanship- fair play. Result of survey showed that being conscientious employee is typically in-role behavior, and on the other side, volunteerism and sportsmanship are typically extra-role behaviors [3]. Individuals who approve social cynicism (negative attitude about human nature) OCB view like extra-role, the same as individuals who approve religiosity (positive effect of spiritual forces). Hadjali and Salimi concluded that OCB and its aspects (sportsmanship, civic behavior, consistence and altruism) have positive effect on the customer orientation [7].

5. THE EFFECTS AND CONSEQUENCES OF OCB

Different OCB behaviors have different consequence on organizational effectiveness. For example, helping others can improve productivity, sportsmanship can improve team morale, etc. there is a need to expand current knowledge about OCB through investigating task variables and leadership behavior because in the most of the studies these two elements had high level of correlation with OCB. It is also important to investigate how OCB influence on work performance, is it the connection direct or indirect and is it effect immediate or delayed. When managers evaluate employee's performance they engage OCB, but the question is whether all citizenship behavior types have the same impact on organizational effectiveness and do they all worth the same for manager. It is also possible that employees who have good work performance have more free time so they can engage in OCB.

There is a question in the literature how job satisfaction and organizational citizenship behavior are related. It is natural that job satisfaction leads to the citizenship behavior. Felling the job satisfaction employees are willing to do their best and in some way, reciprocate to the organization as a gratitude for providing good job conditions. Bateman and Organ questioned 88 employees in a major Midwestern state university about their job satisfaction. Job satisfaction was measured by Job Descriptive Index (JDI) which contains 5 different aspects of job satisfaction like work, pay, promotions, coworkers and supervision. The result showed that citizenship behavior is positive correlated with all of these aspects of job satisfaction [1]. Connection between general satisfaction and citizenship behavior was greater than previously discussed connection between satisfaction and job performance where authors Lawrel and Porter in 1967 claimed that relation between these two elements was based on reward [1]. Organizational culture moderates the positive relationship between interactional justice and OCB in that way that relationship is stronger when respect for people is higher [8].

Teaching is one of the best example of OCB because it involves performing citizenship behavior most of the time during work. Zeinabadi was analyzing presence of OCB among teachers. The survey included 652 teachers and 131 principals. The primary goal was to highlight connection between employees (teachers) and OCB. By this analyze Zeinabadi confirmed strong connection between OCB, organizational commitment and job satisfaction. „Model suggests that behavior is a coping activity that results from an individual's appraisal of situation and subsequent emotional response. Job satisfaction represents an appraisal of various facets of the work environment. Organizational commitment is positive emotional response to the positive appraisal of work. Furthermore, OCB is a coping activity which emerged as a result of positive emotion.” [9]. This research represents difference among other studies because includes education organization, and primary goal of this organization is to work with people, students, to help them to develop their knowledge so it is hard to make a border between job requirements and OCB. The

results of the study are the same as Baterman and Organ studies where in both cases the positive correlation between job satisfaction and organizational citizenship behavior.

Another important aspect of OCB is the difference between OCB in a organization and OCB related to the customers. The similar example like the one that was previously analyzed and which concerns OCB among teachers. OCB in hotel sector includes as the most important element relationships with customers, customer satisfaction, etc. It is a challenge for hotel sector to motivate employees to engage in OCB because as this study concluded there is high correlation between job satisfaction and OCB, but it is well known that job in hotel is not always desirable place to work and if employees are not satisfied with their jobs they will simply avoid citizenship behavior. This is not problem only for hotel sector it is generally problem for service sector considering the customer contact level. There are few elements of business excellence practice that are evaluated by Arasli and Baradarani and those are leadership, management by fact, all work is process, teamwork, people based management and continuous improvement which relate to job satisfaction and OCB. The study has been conducted in Iran, Teheran in 32 hotels. 4 of 6 elements of the business excellence practice have positive correlation with job satisfaction. Exceptions are leadership and teamwork, reason for that is lack of trust among employees and leaders. As it was stated before, job satisfaction has strong correlation with OCB, so there is indirect effect of BE practice on OCB [10]. This was the first study to examine role of the Business Excellence practice in the hotel sector.

Hadjali and Salimi conducted the survey in one nursing home in Tehran on 71 individuals with goal to examine relationship between customer satisfaction and OCB of employees. It was concluded that OCB has positive effect on customer-oriented relationship so engaging in organizational citizenship behavior means better relationships with customers and better work performance [7].

In the Zeinabadi and Salehi's research were mentioned two models for predicting OCB. One of them was proposed by Moorman, et al. (1993) where 3 main elements are procedural justice, job satisfaction, organizational commitment and as a result there is OCB. By Moormans research the most important element in his model is procedural justice, or the idea of following the formal rules of organization. It is the base of satisfaction, commitment and OCB. A little bit different opinion had Konovsky and Pugh (1994) where 2 main elements were procedural justice and trust. From procedural justice, we gain trust which results with OCB. Model proposed by Zeinabadi and Salihi is a combination between previous described models [11]. Direct connection between procedural justice and OCB has been removed because previous researches stated that correlation of these 2 elements is indirect, mediator in this case is trust. Also, correlation between trust with one side and job satisfaction and organizational commitment has been added. Based on previous researches, procedural justice influence on job satisfaction and organizational commitment but the influence can be accomplished only through gained trust. And finally, there is relationship between job satisfaction and organizational commitment, because it was stated before that job satisfaction has positive effect on organizational commitment.

Zeinabadi and Salihi questioned 131 male principals and 652 teachers in Teheran to investigate principal's beliefs about teacher's individual level of OCB at individual level. The highest correlation level was found between trust and procedural justice. And the lowest correlation level was found between procedural justice and organizational commitment [11]. First and second model were found to be more convenient than third model so third model should be adapted. According to this model which shows us influence on OCB there is a difference in construction. Procedural justice has direct effect on job satisfaction and trust but also, we can notice indirect effect on organizational

commitment and OCB. Trust is directly connected with OCB and job satisfaction has direct influence on organizational commitment and OCB.

Kassa and Hasan conducted a study in 293 hotels in Malaysia to investigate flow between burnout and OCB and to analyze correlation between flow and OCB. Flow is defined as good, positive energy of employees which help them to fulfill tasks, it is similar to work commitment and burnout is totally different than flow because it represents negative energy among employees, it is result of accumulated stress. The results showed positive correlation between flow and OCB but there is no positive relation between burnout and OCB through flow experience as a mediator [12]. It is important to analyze both phenomenon`s because they can improve knowledge about organization citizenship behavior and to clarify connections with it. It can help to better understand behavior and attitude of employees and to change motivation approaches. If we know what irritates employees and which tasks are undesirably we can make them acceptable for employees and lower the level of burnout and the final result is high organizational effectiveness. On the other hand, through flow we can analyze what is that that motivates employees to do their jobs with enthusiasm and commitment and try to motivate others in the same way. Improving job satisfaction and personal satisfaction of employees we can improve organizational productivity.

One different example is survey about OCB in China, because if we consider scientific articles, the most of them are conducted in Western Europe or America and China is tradition oriented country and due to that it is expected to Chinese employees are more committed to the work than western cultures. When cultural values are similar to the organizational values it is possible to have greater level of organizational commitment, in-role behavior and OCB. Continuance commitment is very important for Chinese employee which is a big difference than in Western countries. General difference between Western and Chinese employees is the fact that for Western employee`s organizational commitment is result of job satisfaction and for Chinese employee organizational commitment is result of having a job at all. The fear of losing job is crucial for organizational commitment in China [13]. China is a country with great cultural changes, past tradition is no longer valid and personal values are constantly changing.

6. HOW LEADERS AFFECT ON OCB

Motivation is highly important for doing job. Personal problems or problems at work can shape work performance and interpersonal relationships among employees. Leader role is to make sure that each employee feel secure and support, to feel like part of the organization. Leader should lead people, with own example and personality and motivate employees to do great things. Only with high motivation individuals can behave like citizenships, if they are not motivated there is no reason for providing extra activities or favors at work. Work tasks are not only those that are formally written, in fact all other activities like promoting organization, advising new colleague is considered to be OCB. If leaders or managers take care of interpersonal relationships at work and employee`s satisfaction, chance for OCB are greater. It is not easy to convince employee to behave like a citizen considering that OCB is not paid or rewarded. Organ and Ryan 1995 argued that employee`s morale has important role in engaging in OCB because it is a question of personality. Emotions of one employee can affect other employees in positive and negative way. It can make them motivated to work or it can decrease their work performance. This kind of a effect is called emotional contagion [14]. Leader`s emotions are transferred to the employees and reflect in their behavior and attitude. Especially it is important the way that leader or manager deal with emotions in front of the employees because leader should be guide in the organization. Even if it is expected to happiness or anger influence first in

positive way and second in negative way, there is a difference between circumstances at specific point of time. When manager is happy than employees will think that there is no need to perform additional work and they will be satisfied with outcome and will not engage in OCB. In fact, maybe there is a possibility to improve performances but employees don't want to think about that further. Next thing is that angry manager will negatively influence on employees and they will think that performance is not good so they will try harder to satisfy manager aspirations.

Koning and Kleef were investigating how employees react on leader's behavior. The study included 2 scenarios. First one was based on the idea that leader who displays anger lowers the level of OCB, opposite situation is when leader displays happiness and the level of OCB increases. Second scenario was based on the experiment, employees were asked to do some computer tasks and afterwards they received feedback with angry or happy tone. Then it was measured overtime work which employees spend in doing the same tasks as an aspect of OCB. It was expected that with happy feedback tone employees spend more time in doing the same tasks. The study included 92 employees from different organizations. For the first study participant were separated in 2 groups and were introduced with 2 different scenarios where first one described good project results and happiness of the leader and the second one described bad project results and angry leader. The results showed that as long as the leader is happy it is not important whether happiness is seen as appropriate or inappropriate. And when leader is angry, inappropriate perceived anger decrease OCB. Level of anger increase when employees face with inappropriate anger of the leader, and level of anger is low when employees face with happy leader [14]. High level of shame was recorded when employees face with appropriate anger and inappropriate happiness. Shame can make employees to improve their results by doing extra activities to compensate previous bad results. And finally, when employees face with appropriate happiness they feel more pride and there is a low level of anger whether it is appropriate or inappropriate. On the other hand, pride may lead employees to improve their extra activities at work. The second part of the study included 87 students whose job was to finish one task and to receive angry or happy tone of leader at the end of the performance. And then they had a chance to improve their result by doing this task using own free time. The results showed that employees prefer happy leader's reaction than angry [14]. Interesting fact is that employees expect inappropriate happiness when they provide better result by voluntarily spending free time in doing the work. When employees are faced with inappropriate anger they are not eager to spend their free time in doing extra activities. So far, this research area includes only in-role performance. The most important conclusion of this study is that relation between leaders and their followers is crucial for OCB.

One of the interesting thing about OCB is low individual impact on the organization results. More and more researches are about team OCB. Basically, synergy work has higher results than individual work. Nohe and Michaelis were investigating correlation between charismatic leader and team OCB. Mediator between these two elements was trust in leader. Relationship among leader and employees is based on mutual trust. Leaders can gain trust of their employees by carrying for employee's interests and showing them attention. For employees, it is very important when someone values their work and effort so they are motivated to improve their performances engaging in extra organization activities. Charismatic leader can influence on employee's behavior and performance, furthermore, based on trust which employees have in their leader will for doing extra activities is increasing. As it was stated before, OCB has positive effect on organization goals which can easily be achieved through OCB concept. Individual who behave like citizen of the organization with his attitude makes other to behave in the same way. Sharing the same interests, OCBs already unconsciously form OCB team. During the time

of changes, leader's role is crucial, it can help employees to understand new environmental conditions. Employees are always afraid of changes so leaders can help them to adjust their attitudes to the new context. The level of trust is higher in the time of changes because employees need leaders to lead them but this fact wasn't supported by research result. Authors Nohe and Michaelis were analyzing one big German company which was in restructuring process with a lot of changes in hierarchical structure. The study included 145 team leaders and 300 team members. One interesting fact is that it was not confirmed relationship between individual level leader charisma and individual level change impact but it was found positive relation between team level change charisma and charisma-trust relation. In environment with high impact of changes, trust and charisma of leader is higher [15].

Self-serving leadership is leader's behavior where the main point is to leader gain personal benefit rather than organizational benefit. Leaders are turned toward themselves and own interest and motivation and do not care about its followers. Although the most important element of being a leader is to have whom to lead, followers do not use their status to influence on leader's behavior and fulfill own and organizational goals together. Engaging in OCB is seen as a part of followers influence on leader behavior [16]. Engaging employees in OCB for leaders represent kind of duty reduction, employees who involve in OCB are more likely to help their coworkers and strengthen team spirit. Decoster et al. were investigating the self-serving leadership. 73 undergraduate students from the University of Leuven participated in the study. In the study, all participants were given scenarios in which they were a part of a team with a group team leader. The result showed that proposition like employees would behave more in a self-serving manner as a leader when there is a low level of individual OCB [16]. And other part of the survey included 121 employees and leaders all across Belgium. It was discovered that OCB between employees on individual level is negatively connected with leader's hindrance stress. Study 3a explores the impact of followers OCBI on leader's hindrance stress and study 3b explores the impact of leaders hindrance stress on their intentions of self-serving behavior. The result was that participants would experience more hindrance stress when their followers display low level of OCB [16]. Decoster et al. showed that "lack of followers OCB was related to leaders' self-serving behavior" [16]. Lack of OCB behavior can lead to organizational conflicts. If employees are not motivated to participate in OCB, leader can put his own interest on the first place instead of organizational interests. Hindrance stress can be reduced by organization and leader's tasks can be easier. Self-serving behavior by leaders can be explained as a picture of work environment. So far, OCB was investigated in its good aspects but there is also possibility to see OCB like attempt to skip regular work and do extra-role activities or it can be mask of private interest of individuals. In this case, OCB lowers employees work performance and it is not good for organization. There is a need to explore negative effects of OCB on employee's work performance.

Two biggest consequences of OCB are the effect of OCB on managerial evaluations of performance and judgments regarding pay raises, promotions, etc. and the second is the effect of OCB on organizational performance and success [2]. A lot of managers take into consideration engagement in OCB when evaluating employee's performance, some unconsciously and some because of personal evaluation scale. But if we consider main definition of OCB it is clearly define that OCB shouldn't be taken into consideration when evaluating work performance and it is not connected with any kind or organizational rewards.

7. CONCLUSION

OCB has many advantages. Several of them can be mentioned like improving organization relationships among employees, improving organization results, increasing job satisfaction, improving work performance, environmental protection etc. It is emphasized that OCB is not the most important part of the work performance, individual can engage in OCB but if the work result is not good than OCB efforts are not so important. Employee training can improve level of OCB, and encourage employees to involve in extra activities or to help other employees to act like citizens. In an organization with high quality workers, only way to be distinguished is to perform citizenship behavior. Training can be seen as a one way to encourage citizenship behavior of permanent employees or newly hired employees. Giving awards for good task results can influence badly on citizenship behavior because the idea of equality is not respected, if the results are achieved only in sense of task performance and citizenship behavior is not properly valued by the organization. The main problem here is not how good results were achieved, it is who the responsible people for the success were. When both, task and contextual performance are evaluated equally than employees are ready to engage in OCB. The idea of OCB is not based on receiving the reward but opposite, employees act like citizens because they want to, it is a question of freedom choice. Not all employees want money as a reward for their engagement. There are also other types of rewards which don't have price like feeling part of the organization and personal achievement, organizational status, respect of colleagues, etc. If employee assess that according to his inputs and results organization provides him adequate reward he will respond with engagement in OCB. Cultures where team work is seen as a normal part of interpersonal relationships expect that team members sacrifice for the sake of team.

Also, it is stated that specific behavior can be in-role for one person and for another it can be extra-role. Individual who value specific behaviors as in-role instead of extra-role is ready to involve more in those behaviors. It is important to provide good job environment with organizational emphasizing extra-role behaviors so employees feel free to engage in those behaviors. If employees have leader's support and adequate example of leader's behavior they are more willing to help their colleagues improving the organizational performance. But engaging in OCB is just a half of the way to the good organizational effectiveness because task performance must be on high level and OCB is there only to contribute to the organizational effectiveness. A lot of researches show that level of OCB of the employees influence on relationship between employees and customers, especially employees who are strongly correlated with customers. OCB is seen as a competitive advantage of organization. Customer orientation is described as orientation toward customer needs and it serves to create added value for the consumers, using OCB positive effects can be made.

Culture is important aspect of employee's behavior among other aspects. In the example of China, it can be concluded that personal engagement in extra-role activities may be caused by many factors, in the current case it was fear of being unemployed. The same situation is in many poor or developing counties where employees put extra effort in doing their job because of negative emotions.

OCB relates to all disciplines like economics, marketing, health, psychology, etc. Number of literature investigating correlations between OCB and different disciplines is increasing fast. This is very important for further development of the topic. In the future researches physical context could be evaluated from the job satisfaction point of view and its correlation with organizational citizenship behavior. By physical context it can be included work conditions as environmental factors which influence on employee's work behavior. Also, the real impact of the OCB on the organizational effectiveness could be evaluated more precise.

REFERENCES

- [1] S.T. Baterman, Organ W.D. Organ, *Job satisfaction and the good soldier: the relationship between affect and employee citizenship*, Academy of management journal, 1983, Vol. 26, No. 4, 587-595.
- [2] M.P. Podsakoff, B.S. MacKenzie, J. Beth Paine, G.D. Bachrach, *Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research*, Journal of management, 2000, Vol. 26. No. 3, 513-563.
- [3] T.C. Kwantes, M.C. Karam, C.H.B Kuo, S. Towson, *Culture`s influence on the perception of OCB as in-role or extra-role*, International Journal of Intercultural Relations, 2008, 32, 229-243.
- [4] S. Polat, *OCB display levels of the teachers at secondary schools according to the perceptions of the school administrators*, Procedia Social and Behavioral Science, 2009, 1, 1591-1596.
- [5] J.M. Werner, *Implication of OCB and contextual performance for human resource management*, Human resource management review, 2000, Vol. 10, No. 1, 1-22.
- [6] C.E. Dierdorff, S.R Rubin., G.D. Bachrach, *Role Expectations as Antecedents of Citizenship and the Moderating Effects of Work Context*, Journal of Management, 2010, Vol. 20, No. 10, 1-27.
- [7] R.H. Hadjali, M. Salimi, *An investigation on the effect of organizational citizenship behaviors toward customer-orientation: A case of Nursing home*, Procedia- Social and Behavioral Science, 2012, 57, 524-532.
- [8] H. Erkutlu *The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behavior*, Leadership and Organization Development Journal, 2010, Vol. 32, No. 6, 532-554.
- [9] H. Zeinabadi *Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior of teachers*, Procedia- Social and Behavioral Science, 2010, 5, 998-1003.
- [10] H. Arasli, S. Baradarani, *Role of Job Satisfaction in the relationship of Business excellence and OCB: Iranian Hospitality Industry*, Procedia- Social and Behavioral Science, 2014, 109, 1406-1415.
- [11] H Zeinabadi., K. Salehi, *Role of procedural justice, trust, job satisfaction, and organizational commitment in Organizational Citizenship Behavior of teachers: Proposing a modified social exchange model*, Procedia- Social and Behavioral Science, 2011, 29, 1472-1481.

- [12] M. Kasa, Z. Hassan, *The Role of the Flow between Burnout and Organizational Citizenship behavior among Hotel Employees in Malaysia*, *Procedia- Social and Behavioral Science*, 2015, 211, 199-206.
- [13] Y. Liu, A. Cohen, *Values, commitments and OCB among Chinese employees*, *International Journal of Intercultural Relations*, 2010, 34, 493-506.
- [14] F.L. Koning, A.G. Van Kleef *How leaders` emotional displays shape followers` organizational citizenship behavior*, *The Leadership Quarterly*, 2015, 26, 489-501.
- [15] C. Nohe, B. Michaelis, *Team OCB, leader charisma, and organizational change: A multi level study*, *The Leadership Quarterly*, 2016, 30, 1-13.
- [16] S. Decoster, J. Stouten, J. Camps, M.T. Tripp, *The role of employees` OCB and leaders` hindrance stress in the emergence of self-serving leadership*, *The Leadership Quarterly*, 2014, 25, 647-659.