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AFFECT AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB): A CONCEPTUAL EXPLORATION**P. VIJAYALAKSHMI****RESEARCH SCHOLAR****DEPARTMENT OF MANAGEMENT STUDIES****ANNA UNIVERSITY****CHENNAI****DR. M. V. SUPRIYA****ASSOCIATE PROFESSOR****DEPARTMENT OF MANAGEMENT STUDIES****ANNA UNIVERSITY****CHENNAI****ABSTRACT**

Organizational Citizenship Behaviour (OCB) is any discretionary behaviour at the workplace that go beyond the job requirements laid out in formal job descriptions which in aggregate promote organizational effectiveness. Affective state is a generalized and pervasive state that includes both positive and negative feelings. This study tries to substantially advance our understanding of the underlying relationship between affective states and OCB through broaden-and-build theory and affective event theory. This article also examines the impact of positive and negative affect while measuring OCB in self-report surveys.

KEYWORDS

organizational citizenship behaviour, affect, emotions, broaden-and-build theory, affective event theory.

INTRODUCTION

During the last decade, the nature of work life has faced dramatic technological changes, advancement of information technologies, reengineering of business processes, and intensified global competition. Grappling with such business environment, organizations greatly depend on their human capital. Employees who engage in behaviours that go beyond the formal obligations besides their prescribed roles are more demanded to handle such volatile situations. Those individuals experiencing positive emotionality in the workplace foster their vigor, excitement, and energy to reward organizational superior performances. Employees in potentially favourable positive mood tend them to be more helpful, show positive reaction towards others in the organization. Researchers have shown interest in the construct Organisational Citizenship Behaviour (OCB) and Affect since the early 1980s as such construct is linked with effective functioning of the organization and its overall success. Therefore, the objective of this study is (i) to examine the role of affect on OCB through broad-and-build theory and affective event theory, and (ii) to understand the role of positive affect and negative affect in measuring OCB.

REVIEW OF LITERATURE**ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)**

Organ and his colleagues (Bateman and Organ, 1983; Smith et al., 1983) first coined the term organizational citizenship behaviour (OCB) in 1983. OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that, in the aggregate, promotes the effective functioning of the organization" (Organ, 1988).

Organ (1988) identified five dimensions of OCB as (a) altruism: taking the initiative to help members of an organization resolve problems; (b) conscientiousness: in addition to complying with organizational rules, going beyond minimum requirements through hard work; (c) sportsmanship: obeying organizational regulations, tolerating imperfect situations without complaint; (d) courtesy: to avoid work problems, remind and inform other coworkers in advance; (e) civic virtue: remaining attentive and proactive when participating in organizational activities.

Borman et al., (2001) and Van Scotter and Motowidlo, (1996) classified three dimensions of OCB as (a) interpersonal facilitation: helping co-workers when such assistance is needed; (b) job dedication: one's dedication to perform specific work-related tasks above and beyond the call of duty; and (c) organizational support: supporting the organization even if it is undergoing hardships.

Coleman and Borman, (2000) proposed three components as (a) interpersonal citizenship performance: behaviors from which other members of the organization benefit; (b) organizational citizenship performance: behaviors which benefit the organization; and (c) job/task citizenship performance: behaviors reflecting the wish to maximize one's service by investing extra effort, persistence, and dedication.

Williams and Anderson (1991) proposed a dichotomous model of OCB as (a) OCB-Individual (OCBI): behaviors that tend to directly benefit other individuals and indirectly benefit the organization; and (b) OCB-organization (OCB-O): behaviors that generally benefit the organization at large.

Rioux and Penner (2001) identified three key motives that account for OCB (a) prosocial values (PV) employee's motive to help and connect with others; (b) organizational concern (OC) employee's motive to help and be fully involved with the organization; and (c) impression management (IM) employee's motive to be seen positively and to avoid being seen negatively.

These dimensions and classifications clearly differentiate OCB towards interpersonal orientation and organizational orientation. The affect construct facilitates in understanding interpersonal orientation of OCB in a better way.

AFFECT

Affect is a generalized broad range of pervasive state that people experience which includes both positive and negative feelings (Watson, 2000). It encompasses both diffuse mood states and discrete emotions (Frijda, 1993). Positive emotions are often confused with positive moods.

Moods are the feeling states that are subjectively perceived by individuals that are not directed towards anyone or anything in particular (Gardner, 1985). Moods are the feelings that tend to be less intense, long lived and have less specific causes. The two primary dimensions of mood are (a) positive affect: characterized by being enthusiastic, active, inspired, confident, and alert; and (b) negative affect: characterized by anger, contempt, disgust, guilt, fear, and nervousness (Watson and Tellegen, 1985). Positive affect and negative affect are two highly distinct dimensions rather than a single bipolar continuum of mood factor that have consistently been represented as orthogonal dimensions in many factor analytic studies (Watson, Clark, and Tellegen, 1988).

Emotions are about some personally meaningful circumstance that is directed at someone or something. These are considered to be more intense and short lived than mood and caused by specific events. Emotions generally tend to be treated in their discrete forms and the basic spectrum of emotions is the anger, fear, sadness, surprise, happiness and disgust (Ekman 1992).

COMMON MEASURES USED IN RESEARCH STUDIES**ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)**

Researchers commonly use scale Podsakoff et al. (1990) to measure all five dimensions of OCB This questionnaire includes 24 items to evaluate each employee's behavior in relation to Altruism (5 items), Conscientiousness (5 items), Sportsmanship (5 items), Courtesy (4 items), and Civic Virtue (four 4 items). The two broad

categories of OCB (i.e., OCBI and OCBO) are generally measured using Williams and Anderson (1991) and Lee and Allen (2002) scales. 16-item scale where eight items represents behaviors that are beneficial to the organization (OCBO) and eight items measured behaviors that are beneficial to individuals (OCBI). Several other scales are also used to measure OCB depending on the context.

The 24 items scale helps in measuring the entire five dimensions of OCB while the other scale helps to measure OCB in two broad categories.

AFFECT

The primary two dimensions of mood factor are generally measured using Watson, Clark, and Tellegen (1988) scale. The 20-item Positive and Negative Affectivity Scale (PANAS) measures trait positive and negative affectivity indicating how one feels "most of the time" or "in general". The 20-item scale with 10 items measuring positive affect (PA) and 10 items measuring negative affect (NA) are used.

Studies measure emotions at work using Job Emotions Scale (JES). Participants are asked to indicate how often they experience each of the eight positive emotions at work such as happy, enthusiastic, liking for someone or something, pleased, proud, content, enjoying something and optimistic. The eight negative emotions are measured using adjectives such as worried, embarrassed, angry, disappointed, disgusted, frustrated, unhappy, and depressed.

The Job Affect Scale (JAS) developed by (Brief, Burke, George, Robinson, and Webster, 1988) is also used. It consists of 20 items describing both positive and negative states. The participants are asked to indicate how they feel "while at work."

Although the adjectives used in measuring affect construct are quite similar, the researcher must take cautious steps to differentiate discrete emotions, mood or affect as a whole construct and also whether it is applied for general context or at work.

DISCUSSION

IMPACT OF AFFECT ON OCB

Fredrickson (2001) developed broaden-and-build theory to better capture the unique effects of positive emotions and its adaptive mechanism. This theory states the positive emotions have the ability to broaden peoples' momentary thought-action repertoires and build their enduring personal resources. Positive emotions broaden the attention, thinking, and behavioral repertoires of an individual which in turn can improve their ways of coping by building resources such as physical, intellectual, social and psychological resources (Fredrickson et al., 2003). The positive emotion creates the urge to explore, look for new information and experiences whereby building enduring personal resources. Individuals experiencing positive emotions show increased preference for variety of activities and engage in various kinds of action such as approaching, exploring, relishing and integrating different perspectives (Kahn and Isen 1993). Positive emotions improve broad-minded coping that facilitates the resilient people against depression and promote emotional well-being (Fredrickson and Joiner, 2002). The discrete emotions provide a richer understanding of employees' feelings at work and also act as predictors of work behaviour (Lee and Allen, 2002). Positive emotions found to be positively related to OCB (Fisher, 2002). Though discrete emotions belong to the same affective domain they have different implications for work behaviour. Certain negative discrete emotion such as fear, guilt, sadness, and hostility predicted OCB targeted towards individual beyond negative affect (Lee and Allen, 2002). A study done by Ziegler et al., (2012) shows that the impact of positive emotions at work on OCB is mediated by job satisfaction.

Affective event theory (AET) is a model developed by Weiss and Cropanzano, (1996) to explain how moods and emotions influence job performance and job satisfaction. This theory considers the effects of work-related events on emotional responses and the subsequent outcomes for attitudes and behaviour. Certain types of situations influence affective events in the workplace that generate emotional reactions or mood changes such as happiness, dissatisfaction, anger etc. An affective event may be any change in the immediate environment such as conflict with the co-worker or a compliment from a trusted boss (Fisher, 2000) that evokes an affective reaction. Affective reactions are the emotions experienced by employees as the result of the affective events. These affective events when accompanying real-time moods and emotions provide an important link between an organizational context and attitudinal and behavioral outcomes.

Positive affective state serves as both antecedents and consequences of OCB (Glomb, Bhawe et al, 2011). The positive job affect plays a dominant role in predicting OCB directed towards individual (Williams and Andersen, 1991; Lee and Allen, 2002). Positive mood not only predicts altruism, one of the dimensions of OCB but also OCB in general (George, 1991; George & Brief, 1992; Isen & Baron, 1991). When employees are in positive mood, they tend to engage in more helpful behaviour making OCB more rewarding (Fiske and Taylor, 1991). Positive moods increase the interpersonal attractiveness of others, which increases the likelihood of helping, friendliness and generosity (Isen, 2000). Leadership studies report that the follower positive affect as the most important predictor of OCB (S.K. Johnson 2008) where the leader's behavior as an affective event is attributed to groups' prosocial behaviour (George and Bettenhausen, 1990).

From the above stated studies, it is understood that the affect construct is having a greater impact on OCB. These two theories help in having a more clear understanding. The discrete emotion need to be clearly differentiated from the affect construct so as to apply in broaden-and-build theory, as this theory concentrates on emotions.

INFLUENCE OF AFFECT WHILE MEASURING OCB

OCB is generally measured using supervisor rating, subordinate rating, peer rating or self-rating, Self-reports to measure OCB is increasingly used in recent years (eg., Moon et al. 2016, Francis and Vivian 2015, Bottomley et al. 2015, Hartmann et al., 2014, Rupp et al. 2013). However, these self-reports are not free from bias (Podsakoff, 2003). Even the dispositional affect (positive affectivity and negative affectivity) though act as the dominant predictor of OCB still this may also lead to artificially inflate the relationship between the variables causing self-report bias. Positive affectivity influences the self-report measures targeting positive affective reactions while negative affectivity influences the individual to respond to the questionnaire negatively irrespective of the situations (Burke et al., 1993). Individuals high in negative affectivity view themselves and a variety of aspects around them in generally negative terms (Watson and Clark. 1984). Hence, it is possible that positive or negative affect could account for systematic variance that is different from the actual (true) score variance in the relationships obtained between two or more variables in self-report questionnaires.

The spurious effect of employees' dispositional affect should be given a considerable attention while using self-reports to measure OCB (Soo et al., 2010). Researchers should make every attempt to reduce the inflated/deflated impact of these two biasing variables (positive affect and negative affect) in their study. This procedure can be handled using a statistical technique named 'Directly Measured Latent Method Factor' (Podsakoff et al., 2003). Such an attempt by the researcher will ensure that the inferences drawn from their study is more valid and reliable.

CONCLUSION

This study provides further evidence that affect is a better predictor of OCB. This article facilitates in clarifying the differences in emotion, mood and affect as a whole construct. Further, it emphasizes that the discrete emotions need to be prioritized as this could increase the predictive ability when compared with affect measured as the whole construct. The dispositional affect such as positive and negative affect should be given considerable attention while using self-report surveys of OCB.

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