

Chapter 1

**THE CIRCUMPLEX MODEL AND THE FUTURE
OF ORGANIZATIONAL CITIZENSHIP
BEHAVIOR RESEARCH**

Henry Moon, Linn Van Dyne, and Krysia Wrobel

ABSTRACT

It is over twenty years since Organ (1977) introduced the concept of Organizational Citizenship Behavior (OCB), and it is twenty years since Smith, Organ, and Near (1983) published the first empirical study on OCB. The purpose of this chapter is to provide an integrative summary of empirical literature on OCB, analyze this literature using a Circumplex Model of OCB, and present recommendations to guide future research on OCB. The circumplex provides a conceptual framework for thinking about OCB research based on two major axes: organizational versus interpersonal behaviors and promotive versus protective behaviors. Our analysis highlights the relatively large quantity of research on helping and compliance types of OCB and contrasts this with the smaller quantity of research on innovation and sportsmanship types of OCB. We focus our recommendations for future research on two points: a) gaps in the existing literature and the need for additional research on types of OCB that have been less often studied and b) a more systematic approach to conceptualizing and measuring OCB based on a conceptual framework, such as the circumplex model, that provides a substantive foundation for specifying dimensions of OCB. Overall, we call for more consistency and consensus in conceptualization and measurement of OCB. We hope that this chapter will help researchers transform the OCB literature from a somewhat disorganized aggregate of loosely connected papers into a more clear and coherent stream of research that facilitates integration and accumulation of knowledge.

INTRODUCTION

It is over twenty years since Organ (1977) introduced the concept of Organizational Citizenship Behavior (OCB), and it is twenty years since Smith, Organ, and Near (1983) published the first OCB empirical study. The purpose of this chapter is to provide an integrative summary of empirical literature on OCB, analyze this literature using a Circumplex Model of OCB (Moon & Marinova, 2003), and present recommendations to guide future research on OCB. We focus our recommendations for future research on two points: a) gaps in the existing literature and the need for additional research on types of OCB that have been less often studied and b) a more systematic approach to conceptualizing and measuring OCB based on a conceptual framework, such as the circumplex model that provides a substantive foundation for specifying dimensions of OCB.

To date, OCB research has generally focused on affiliative behaviors (such as helping, altruism, sportsmanship, courtesy, conscientiousness, and compliance) and has less often focused on change-oriented behaviors (such as voice or innovation). As noted by LePine, Erez, and Johnson (2002) this raises questions about the conceptualization and operationalization of OCB. For example, if there are no differences in the antecedents of different types of OCB (as suggested by LePine et al.'s meta-analysis of the most commonly researched forms of OCB), then OCB may be a latent construct, composed of correlated facets. This would imply that what has previously been conceptualized as different types of OCB (e.g., altruism, conscientiousness, courtesy, etc.) do not represent separate constructs. In contrast, if researchers examine types of OCB that are conceptually different (change-oriented as well as affiliative), empirical analyses are more likely to demonstrate differences in antecedents and OCB would be conceptualized as an aggregate construct (composed of multiple dimensions that are not necessarily correlated).

Our objective in this chapter is to address these issues by examining the conceptualization and measurement of OCB and present recommendations for future research based on applying the theoretical perspective of a circumplex model of OCB in analyzing the literature. Thus, we direct this chapter toward what we see as the greatest need in the current OCB literature: consistency and consensus in conceptualization and measurement. Even though the OCB literature has generated much knowledge and understanding, the overall domain of OCB research will become a disorganized aggregate of loosely connected papers that can not be integrated into a clear and coherent stream of research unless researchers can improve in both areas: conceptualization and measurement.

The *introduction* of organizational citizenship behavior as a new outcome in the organizational sciences was creative and focused. Organ (1977) suggested that the relationship between job satisfaction and cooperation/helping behaviors might be more theoretically proximal and empirically stronger than the relationship between job satisfaction and general job performance. Consistent with this, early research on OCB established that satisfied workers were better citizens (Bateman & Organ, 1983; Motowidlo, 1984; Puffer, 1987; Smith et al., 1983).

Scholars have advocated the *importance* of organizational citizenship behavior as a criterion of interest for the better part of the past century. Researchers have justified the relevance of citizenship behaviors through the writings of Barnard (1938) on the importance of generating cooperation among workers and Katz (1964) on the importance of non-

programmed behaviors to maintain the viability of a firm. Podsakoff, MacKenzie, Paine, and Bachrach (2000) detailed several specific avenues through which citizenship influences organizational performance including enhancing productivity, freeing up resources, and enabling the organization to attract the best people.

The *growth* in interest in organizational citizenship behavior research has been impressive. Podsakoff et al. (2000) noted a ten-fold increase (from 13 to 122) in papers published on OCB when comparing the six-year period from 1983-88 to 1993-98. Perhaps, more impressive than the increase in number of published manuscripts is the fact that citizenship is actively researched in management, psychology, marketing, consumer relations, health care, military psychology, education, unions, and volunteer organizations (see for example, Aryee & Chay, 2001; Bolon, 1997; Deluga, 1995; Schaubroeck & Ganster, 1991).

However, the *foundation* from which organizational citizenship behavior research has emerged has been subject to recurrent questioning from researchers and there is an increasing level of uneasiness regarding the direction the field is taking. Van Dyne, Cummings, and McLean Parks (1995) indicated that the literature was unclear in defining OCB conceptually and operationally. Graham (1991) proposed that defining citizenship based on political philosophy would produce more cleanly bounded and clearly defined facets of OCB (see also, Van Dyne, Graham, & Dienesch, 1994). Nonetheless, Organ (1997) eloquently described the current state of affairs regarding the conceptualization of citizenship using the title "Organizational Citizenship Behavior: It's Construct Clean-Up Time." Consistent with this, two recent comprehensive reviews of the literature, one theoretical (Podsakoff et al., 2000) and one empirical (LePine, Erez, & Johnson, 2002) have both used the term "critical" in their title.

The salient *problem* facing organizational citizenship behavior research goes much deeper than definitional issues and clearer boundaries. Van Dyne et al. (1995) discuss structural impediments to further advancement in the field by noting that, in the language of construct validity (Schwab, 1980), most of the attention by researchers has focused on substantive validity regarding how citizenship relates to other constructs rather than on constitutive validity regarding what exactly makes up citizenship. This should not come as a surprise since initial justification for OCB inquiry was directed at better understanding relationships among citizenship, satisfaction, and performance (rather than understanding what behaviors constituted citizenship).

As a result, a current *need* is for a conceptualization of organizational citizenship behaviors that clarifies the prominent set of behaviors and resolves questions regarding level of specification and dimensionality. As Van Dyne et al. (1995) pointed out, it is critical to arrive at an agreed upon set of behaviors and measures in order to accumulate a coherent body of research. When OCBs first appeared in the literature, Smith and colleagues (1983) included two dimensions of OCBs: altruism and compliance. Since then, the number of proposed dimensions has increased from three (Graham, 1991; Morrison & Phelps, 1999; Van Dyne et al., 1994), to five (Organ, 1988; Podsakoff, MacKenzie, Moorman & Fetter, 1990), and most recently to seven (Podsakoff et al., 2000) distinct elements.

Podsakoff et al. (2000), in their recent review of the OCB literature, found 30 overlapping yet distinct forms of OCBs. In addition, several related concepts, such as pro-social organizational behavior, organizational spontaneity, and contextual performance, have been usefully included in conceptual discussions of OCBs. At the same time, researchers have not always acknowledged important differences in these concepts and the overall meaning of

OCB has been largely ignored and overlooked. This is a problem because most existing approaches to OCB are not based on conceptual frameworks and thus do not explicate how various types of OCB are similar and different (beyond simple definitional similarities and differences).

In a recent meta-analysis, LePine, Erez, and Johnson (2002) concluded that the relationships between the four most commonly studied OCB dimensions (altruism, conscientiousness, courtesy, and sportsmanship) and other constructs in the OCB nomological network (i.e., satisfaction, commitment, fairness, leader support, and conscientiousness) were indistinguishable. They concluded that the four dimensions might best be conceptualized as ONE unitary latent construct representing a single dimension of general helpfulness and cooperation. LePine and colleagues also noted, however, that other forms of OCB that have received less research attention may differ from helping/cooperation, have different nomological networks, and provide evidence that OCB can be conceptualized as an aggregate construct with multiple dimensions. In sum, we assert that the major problem facing OCB research is that a lack of theoretical grounding regarding the proper level of specification has led to a bifurcated literature in which the number of distinct behaviors advocated as citizenship is growing at the same time that researchers are calling for simplification.

We propose a *solution* to questions regarding the number of meaningful dimensions in OCBs by expanding upon the circumplex model of OCBs first introduced by Moon and Marinova (2003). Like Wiggins's (1979) use of a circumplex to conceptually clarify the many dimensions of an individual's personality, we use a circumplex conceptualization to provide a grouping structure that highlights four general types of OCB. Like LePine et al. (2002), we acknowledge that the various citizenship behaviors are elements of a larger OCB construct, but the model clarifies the dimensionality and spatial configuration of the OCB construct by distinguishing between behaviors based on two criteria: the extent to which the behavior is organizationally or interpersonally focused, and the extent to which the behavior is promotive or protective. These two major axes, organizational/interpersonal and promotive/protective, characterize the circumplex and form four general dimensions: helping (interpersonal and promotive), innovation (organizational and promotive), sportsmanship (interpersonal and protective), and compliance (organizational and protective). Figure 1 provides a graphical representation of the OCB circumplex.



Figure 1. The Circumplex Model of OCB: Axes and Representative Behaviors.

We organize the rest of this chapter as follows. First, we describe the Circumplex Model of Citizenship introduced by Moon and Marinova (2003) that provides a conceptual framework for thinking about types of OCB. We then use this model to review twenty years of OCB research (1983 to 2003) and map published studies onto the circumplex to illustrate distribution of research attention across the four general domains of the circumplex. Finally, we use this model to propose a theoretical foundation to guide future research on OCB. Our overall goal, is to present past research in a manner that highlights opportunities for future research.

A CIRCUMPLEX CONCEPTUALIZATION OF CITIZENSHIP

Wiggins (1979) used a circumplex conceptualization to organize and simplify the numerous facets of personality using two major grouping axes (submissive – dominance and quarrelsome – warmth). The result is a theoretically-based framework that spatially aligns facets of personality. Wiggins (1979) pointed out that a circumplex model offers at least two distinct advantages. First, the circumplex model allows us to consider the entirety of the construct of interest. Since the circumplex model maps the universe of a construct, it is possible to consider a single element and position it within the larger domain. For example, an OCB researcher could use the circumplex (see Figure 1) to identify the location of a specific type of OCB in the context of the overall OCB construct. This should help to accumulate findings within subdomains and should help to integrate the OCB literature. A second advantage of the circumplex approach is the ability to identify and summarize existing research. More important, this summary quickly reveals gaps where some types of a construct have been under-researched. In this way, OCB scholars can use the circumplex in order to map the current literature and identify the areas that have been saturated and those that may have been ignored or over-looked.

Two recent studies provide the groundwork for a potentially integrative theory of citizenship dimensions. First, Van Dyne et al. (1995) distinguished between those behaviors that are either promotive or protective (prohibitive) in nature. Second, Williams and Anderson (1991) distinguished between those behaviors that are either oriented toward the organization (OCBO) or oriented toward other individuals (OCBI).

The Major Axes

The Focus: Organizational or Interpersonal

Since the first appearance of citizenship behavior in the literature, the focus of the behavior has been an important differentiating aspect of OCBs. Smith, Organ, and Near (1983) conceptualized OCBs as either altruistic acts directed at specific individuals or compliant behaviors reflecting an employee's conscientiousness toward the organization. This distinction between OCBs with an organizational or interpersonal focus has been a consistent theme in the literature.

The differences between OCB focused on individual coworkers and OCB focused on the organization as a whole has been addressed by several researchers. Williams and Anderson (1991) used the acronym OCBI to refer to citizenship behaviors which are directed at the individual and OCBO to indicate behaviors benefiting the organization. McNeely and Meglino (1994) explored the predictors of organizationally and interpersonally focused OCBs. They found that contextual factors, such as reward-equity and recognition, predicted organizationally-focused OCBs while individual differences, such as concern for others, predicted interpersonally-focused OCBs. Masterson, Lewis, Goldman, and Taylor (2001) also found significant differences between predictors of organizational and interpersonal OCBs: interactional justice affected interpersonal OCBs while procedural justice affected

organizational OCBs. Coleman and Borman's (2000) cluster analysis of 27 citizenship behaviors also supports the existence of contrasting organizational versus interpersonal OCB. Their research yielded three dimensions: interpersonal citizenship performance, organizational citizenship performance, and job/task conscientiousness. These findings suggest that meaningful differences exist between OCBs directed at the organization and those with an individual or interpersonal focus.

The Nature: Promotive or Protective

The OCB literature provides ample support for the promotive-protective dimension. Katz (1964) identified two types of employee behaviors vital to organizational viability: creative and protective. In reviewing and critiquing the extra-role behavior (ERB) literature on positive discretionary behaviors, Van Dyne et al. (1995) differentiated prohibitive and promotive behaviors. Prohibitive behaviors protect organizational values, norms, and rules and prevent undesirable or unethical behavior. In our use of the circumplex, we use the term protective rather than prohibitive to emphasize the positive nature of these behaviors. In contrast, promotive behaviors are proactive, adaptive, and move the organization in new directions. Podsakoff and MacKenzie's (1997) review of the empirical literature supporting the link between OCBs and firm performance found two operating mechanisms: a protective function ("enhancing the stability of performance") and a promotive function ("enhancing the organization's ability to adapt to environmental changes"). Both approaches categorized OCBs into two types: those that are protective (preserving and maintaining the organization) and those that are promotive (change and enable adaptation).

The existence of the promotive-protective dimension of OCBs is also supported by emergent topics in OCB research. Creativity focuses on change and adaptation and can be conceptualized as a type of promotive behavior. For example, Woodman, Sawyer, and Griffin (1993) conceptualized creativity as an element of the broader construct of organizational innovation and empirical research examines how organizations can encourage employees to exhibit creative and adaptive behaviors (Amabile, 1988; Glynn, 1996; Oldham & Cummings, 1996; Zhou, 1998). Similarly, the research on employee voice behavior emphasizes constructive contributions aimed at triggering innovation and change (Avery & Quinones, 2002; Frese, Teng, & Wijnen, 1999; Janssen, de Vries, & Cozijnsen, 1998; LePine & Van Dyne, 1998; Morrison & Phelps, 1999; Seibert, Kraimer, & Crant, 2001; Van Dyne & LePine, 1998).

In contrast, the academic literatures on whistleblowing behavior (Near & Miceli, 1987) and stewardship (Block, 1993; Davis & Schoorman, 1997) focus on protective OCB. Whistleblowing occurs when an employee speaks up in order to protect the organization from a perceived threat. Although whistleblowing may initially result in change and instability, the long-term effects of preventing unethical behavior are constructive and aimed at protecting the organization. Stewardship occurs when an employee takes other-oriented actions to conserve or expand company assets and resources. Both of these behaviors are protective because they aim to defend the organization and/or organizational employees.

The Major Dimensions

Helping as an Interpersonal and Promotive Citizenship Behavior

In work organizations, helping is interpersonal acts of voluntarily giving time and/or energy to support co-workers. Early OCB research used the term altruism (Smith et al., 1983), and Organ (1988) began his highly influential book on OCB by recounting a personal experience of being helped by a co-worker. Helping peers is affiliative behavior that reinforces relationships (Van Dyne et al., 1995; Van Scotter & Motowidlo, 1996). Since helping promotes efficiency (Organ, 1988) and encourages a positive social context, it is promotive in orientation.

Representative helping items from established scales include: helps others who have been absent; helps others who have heavy workloads (Smith et al., 1983); willingly gives one's time to help others who have work-related problems (MacKenzie, Podsakoff, & Fetter, 1991); helps orient new people even though it is not required (Podsakoff et al., 1990); volunteers to do things for the work group; assists others with their work for the benefit of the group (Van Dyne & LePine, 1998). Helping is OCB that is directed at other employees (interpersonal) and is intended to improve the work environment (promotive).

Sportsmanship as an Interpersonal and Protective Citizenship Behavior

Sportsmanship is an interpersonal act that reduces or prevents negative affective events in the workplace. Employees displaying sportsmanship are tolerant and flexible. They refrain from complaining about undesirable situations, do not criticize co-workers, and avoid focusing on negative or less than perfect aspects of the work situation (Organ, 1988; Podsakoff et al., 1990). Sportsmanship behavior enhances working relationships and also represents protective behavior because the goal of sportsmanship is preserving a positive working environment. For example, a sportsman exhibits a positive attitude or acts as a peacemaker, when others are negative.

Representative items from established scales include: acts as a peacemaker when others in the organization have disagreements; is a stabilizing influence when others in the organization have disagreements (MacKenzie, Podsakoff, & Paine, 1999); consumes a lot of time complaining about trivial matters (reversed scored); always finds fault with what the company is doing (reversed scored) (MacKenzie et al., 1991); defends the organization when other employees criticize it (Moorman & Blakely, 1995); and goes along with necessary changes at work (Podsakoff, Ahearne, & MacKenzie, 1998). These behaviors illustrate both the interpersonal focus and protective nature of sportsmanship OCB.

Innovation as an Organizational and Promotive Citizenship Behavior

In work organizations, innovative behavior is organizationally focused efforts to promote general change and improve products, processes, services, ideals, and relationships (Woodman et al., 1993). Examples of innovative OCB include offering constructive input (Katz, 1964), speaking up with new ideas (Van Dyne & LePine, 1998), proactively developing new methods (Oldham & Cummings, 1996; Shalley, 1995), and taking charge (Morrison & Phelps, 1999).

Representative items from existing scales include makes innovative suggestions to improve the department (Smith et al., 1983); tries to adopt improved procedures for the work unit/department; tries to institute new, more effective work methods for the company; makes constructive suggestions for improving how things operate (Morrison & Phelps, 1999); makes recommendations regarding issues that affect the work group; speaks up with ideas for new projects or changes in procedures (Van Dyne & LePine, 1998). Since innovative behavior is proactive, positive, and change-oriented, it is promotive. Since it is directed at overall improvement of the firm it is an organizationally focused OCB.

We note an important distinction between innovative citizenship behavior and classic conceptualizations of innovation and creativity. Research on innovation often emphasizes potential usefulness and implementation of ideas (Van de Ven, Angle, & Poole, 2000) and research on creativity often emphasizes quality or novelty of ideas (Amabile, 1988; Oldham & Cummings, 1996). In contrast, OCB-related research on innovative behaviors emphasizes frequency of ideas or level of engagement (Morrison & Phelps, 1999; Van Dyne & LePine, 1998).

Compliance as an Organizational and Protective Citizenship Behavior

In work organizations, compliance is organizationally-focused efforts to support and follow established rules and regulations (both formal and informal). Examples include punctuality, not taking breaks, and displaying conscientiousness (Smith et al., 1983). Drawing on political philosophy and the nature of civic citizenship, Van Dyne et al., (1994) identified obedience as a key form of OCB in organizational contexts. Obedience includes following work rules and instructions with extreme care, coming to work on time, and being mentally alert to perform job responsibilities. According to Organ (1988), compliance is organizationally focused since it focuses on conformity and loyalty to explicit and implicit norms of the organization.

Representative items from existing scales include: conscientiously follows company regulations and procedures (MacKenzie et al., 1993); produces as much as capable of at all times; always comes to work on time (Van Dyne et al., 1994); never leaves work early without permission (Bennett & Robinson, 2000); attendance at work is above the norm; conserves and protects organizational property (Smith et al., 1983). Since compliance is characterized by rule adherence and maintenance of the organizational status quo, it is protective and organizationally-directed OCB.

To summarize, we have identified two conceptual axes (organizational/interpersonal and promotive/protective), which combine to produce four general types of OCB: helping, sportsmanship, innovation, and compliance. We propose that each of these is a latent construct that can include more specific citizenship behaviors. We also propose that the combination of four types of OCB into an overall OCB construct is an aggregate construct where the dimensions (facets) may or may not be related and may or may not share similar nomological networks of relationships with other constructs. Thus, this conceptualization of OCB does not represent a latent construct. Appendix A lists items from established scales that illustrate the four dimensions of citizenship behaviors based on the Moon and Marinova (2003) circumplex of OCB: helping, sportsmanship, innovation, and compliance.

The Utility of the Circumplex Model

In sum, we suggest that the circumplex model provides a spatial representation of citizenship that can advance OCB research in several ways. To date, most researchers have defined OCB using lists of dimensions and have used factor analyses to assess the dimensionality of OCB. A key contribution of the circumplex approach is that it allows researchers to supplement factor analyses with spatial or configural analyses that groups types of OCB along pre-specified conceptual dimensions.

Although Figure 1 contains two axes that create four areas of dimensions, the model is not simply a 2 x 2 matrix. Another benefit of the circumplex approach is that specific OCB behaviors can be placed along each continuum (organizational-interpersonal and promotive-protective axes), resulting in a more refined and more complex view of the literature. In other words, a behavior can be organizationally focused while also containing interpersonal elements. The two ends of each axis are not diametric. Instead, some citizenship behaviors can be a mix of both interpersonally and organizationally focused behaviors (e.g., primarily interpersonal(80-20%, 75-25%), evenly split (50-50%), or primarily organizational (30-70%, etc.).

We do not claim that the circumplex is limited to the four domains that we specify. Instead, we view the two axes as a starting point and suggest that additional axes can be added within in the circular space to satisfy other research needs. For the present, the circumplex should help to identify similarities and differences in specific types of OCB while providing a framework researchers can use to specify additional types of OCB. For example, although Van Dyne and LePine (1998) defined voice as OCB based on speaking up to work group peers to make suggestions for improvement, Van Dyne, Ang, and Botero (2003) expand this framework to include two additional forms of voice. The circumplex highlights differences between voice directed at peers and voice directed at the organization (labeled innovation in the circumplex). Still yet, voice can include whistleblowing such as speaking up to signal danger or identify behaviors that might harm the organization (Near & Miceli, 1987; Van Dyne et al. 1994). In contrast to our first two examples of promotive voice, these forms of voice would fall in the protective sphere of the circumplex. In sum, we suggest that the circumplex approach should help OCB researchers achieve enhanced precision in the conceptualization and measurement of different types of OCB.

REWARDS, ROLES, AND THE CIRCUMPLEX MODEL OF OCB

The extent to which OCBs are rewarded and the extent to which OCBs are perceived to be a part of the individual's formal role are two central issues which have been frequently examined and debated by scholars. Commenting on these debates, Organ (1988) argued that different types of OCB may differ on these two dimensions. To follow up on this, Moon and Marinova (2003) sampled a large number of evening MBA students and their coworkers to determine if respondents thought the dimensions of OCBs differed in the degree to which organizations rewarded the behaviors and the degree to which behaviors were judged to be in-

role (IRB) or extra-role (ERB). In the next section, we use the circumplex to explore differences in types of OCB based on rewards and role conceptualization.

OCB and Rewards

The relationship between OCBs and rewards has been considered by a number of researchers (Allen & Rush, 1998; Borman, White, & Dorsey, 1995; Hui, Lam, & Law, 2000; Johnson, 2001; Kiker & Motowidlo, 1999). Allen and Rush (1998) demonstrated that OCBs were positively related to overall evaluations and reward recommendations. In discussing this finding, they observed that employees who exhibit OCB fit the good employee prototype (Cardy & Dobbins, 1994) and are therefore judged more favorably by evaluators. Some OCBs, however, may create more favorable impressions and evaluations than others.

Building on this logic, Moon and Marinova (2003) suggested organizationally focused OCBs may benefit the organization more directly than interpersonally focused OCBs. As a result, OCB-O may be more rewarded than OCB-I. In addition, organizationally-focused OCBs may be more visible to others and noticed more often by supervisors, and thus rewarded. This is consistent with survey results of Moon and Marinova that showed MBA students thought that organizationally-focused OCBs (innovation and compliance) were more rewarded than interpersonally-focused OCBs (helping and sportsmanship). Moon and Marinova (2003) also found that promotive OCBs (innovation and help) were viewed as more rewarded than protective OCBs (sportsmanship and compliance).

Promotive OCBs (proactive behavior intended to initiate change or adaptation) contribute directly to competitive advantage of the organization. In contrast, protective behaviors (proactive behavior intended to enhance stability of performance) contribute more indirectly. These behaviors reinforce the status quo and are less obvious or less visible than change-oriented behaviors. Accordingly, it is more likely that supervisors will notice promotive behaviors (than protective behaviors) and thus they may be rewarded more. This is consistent with recent research on innovation (De Dreu & West, 2001; Sorensen & Stuart, 2000) that recognizes promotive behaviors as a significant element of organizational effectiveness.

OCB and Roles

Early research assumed that OCB, by definition, was extra-role (Smith et al., 1983). Later work, however, highlighted the subjectivity of roles (Ilgen & Hollenbeck, 1991; Parker, Wall, & Jackson, 1997). For example, Van Dyne et al. (1995) described three reasons why role conceptualizations definitions might vary (across time, situations, and individuals).

Consistent with these observations, empirical research shows differences in perceptions of behaviors that are ERB versus IRB. For example, Morrison (1994) showed that employees have broader conceptualizations of their jobs than their supervisors. In other words, supervisors viewed some behaviors as ERB that employees viewed as IRB. Other researchers have demonstrated differences in perceptions of behaviors as ERB versus IRB (Lam, Hui, & Law, 1999; Tepper, Lockhart, & Hoobler, 2001). Overall, research generally shows that behavior viewed as IRB occurs more frequently. These empirical findings can be interpreted to suggest that behavior viewed as IRB occurs more frequently than the same behavior

viewed as ERB because employees conform to expectations in order to obtain rewards and avoid sanctions (Hofmann, Morgeson, & Gerras, 2003; Tepper & Taylor, 2002).

The difference between in-role and extra-role behaviors is further complicated by recent research that has identified new performance domains, such as contextual performance (Borman & Motowidlo, 1993; Van Scotter & Motowidlo, 1996; Welbourne, Johnson, & Erez, 1998). This research shows that work is composed of multiple roles. Some of these roles are included in formal job descriptions, but many that are not included significantly contribute to performance evaluations and organizational rewards. Formal work roles, thus, do not fully describe the behaviors necessary for organizational success. Accordingly, we argue that perceptions of the extent to which a specific type of OCB is in-role will yield meaningful information about the perceived importance of these citizenship behaviors.

Rewards, Roles, and the Circumplex Model of OCB

In sum, these general observations suggest the following integration. First, promotive behaviors (innovation and helping) are viewed as more rewarded. Second, organizationally-focused OCB (innovation and compliance) are viewed as more in-role. Third, we note that of the four quadrants in the circumplex, only one (sportsmanship) fits neither of these characteristics. Accordingly, sportsmanship may be viewed as less in-role and less rewarded, and therefore may occur less frequently. Perhaps this is why there is little if any research specifically focused on sportsmanship. This suggests the benefits of future research that enhances our understanding of citizenship behaviors that are protective and interpersonally-focused.

MAPPING 20 YEARS OF OCB RESEARCH WITH THE CIRCUMPLEX MODEL

We conducted a review of the OCB literature for the years 1983 (the year Smith, Organ, and Near was published) to 2003 (manuscripts published as of June 2003). JSTOR, ABI inform and PsychInfo produced 243 articles that included the key words "organizational citizenship" in the title or abstract. We realize that our use of these specific words undoubtedly omitted some relevant research (perhaps research specifically on helping, voice, contextual performance, or organizational spontaneity). Thus, we view the following analysis as a first step and encourage future research that covers a broader array of constructs. We then focused our attention on empirical articles, published in English. We did not include theoretical papers, unpublished manuscripts, dissertations, or conference papers. In total, we identified 164 empirical articles over the 20-year period. For each article we investigated how OCBs were measured and conceptualized.

We used the circumplex to distinguish 8 different types of OCBs (listed clockwise on the circumplex): promotive, innovation, organizational, compliance, protective, sportsmanship, interpersonal, and helping. For each of the 164 empirical articles we coded the year it was published and the dimension/s of OCB that it measured. For example, Williams and Anderson's (1991) OCBI and OCBO would be classified under interpersonal and

organizational conceptualizations, while authors who used Smith, Organ and Near (1983) would most often be categorized under both helping and compliance. We inserted a category that summed the number of dimensions measured in each article. For example, Smith, Organ and Near measured two. We also included a category that we labeled “lumped” to indicate that an article contained a single unidimensional citizenship construct composed of a mixed set of items without clear links to our framework. Therefore, in addition to the year of publication (from 1983 to 2003) we had 9 dummy coded variables consisting of the 8 circumplex labels and a separate “lumped” category.

The Circumplex Model and Dimensionality

We were interested in using this data to supplement the review conducted by Podsakoff et al. (2000). Particularly, we were interested in determining if the literature was indeed moving toward a more multidimensional conceptualization of OCBs detailed by Podsakoff et al. (2000) or if, in fact, the LePine et al. (2002) meta-analysis served to reveal a pattern of research that was already in place. As Wiggins (1979) pointed out, one of the benefits of a circumplex conceptualization is the ability to map the existing body of literature. First, we regressed the independent variable “year” by the dependent variable “lumped” and found that there has been a significant increase in the tendency for organizational researchers to aggregate their citizenship items into a single construct $t(1, 163) = 2.71, p < .01, \Delta R^2 = .04$. That is, the data indicated a significant pattern such that as the year increased, so to did the tendency to lump OCB items into a single unitary construct.

Second, we ran another regression where we excluded all the studies that lumped their OCB items into a single construct and looked at 104 articles where multiple constructs existed. Again, we were interested if the average number of dimensions included in empirical research increased or decreased over the past twenty years. For the conceptual categories, we created a variable representing the sum of the number of dimensions included in each article. For example, several manuscripts used Organ’s (1988) five-dimensional model of OCBs and had five dimensions of OCB, while other manuscripts employed Smith, Organ and Near (1983) items and had two dimensions. Overall, this analysis suggested that the literature is moving toward simplification. The average number of dimensions per study (excluding those that lumped their items) decreased $t(1, 103) = -2.10, p < .05, \Delta R^2 = .04$. That is, the data indicated a significant pattern such that as the year increased, the number of dimensions used in a typical OCB study decreased.

The Circumplex Model and Conceptual Gaps

The second potential use of the circumplex conceptualization proffered by Wiggins (1979) is that it reveals conceptual gaps in the literature. As we suspected, our analysis showed significantly less research on innovative behaviors. It is important to note that LePine and colleagues (2002) focused on the four most commonly researched dimensions of OCB (altruism, conscientiousness, courtesy, and sportsmanship). Thus, their analysis did not include innovation or change-oriented forms of OCB. Continuing our analysis, we calculated (based on the dummy code of 0 for no attention and 1 for measured) the frequency that OCB

research focused on each of the four quadrants in the circumplex over the past 20 years. Figure 2 shows that innovation appeared far less frequently in the literature than did helping, sportsmanship, and compliance. A paired sample t-test demonstrated that the mean of sportsmanship (frequency mean = .27, the second least studied dimension) was significantly greater than that of innovation (frequency mean .06, $t = 5.05$, $p < .01$).

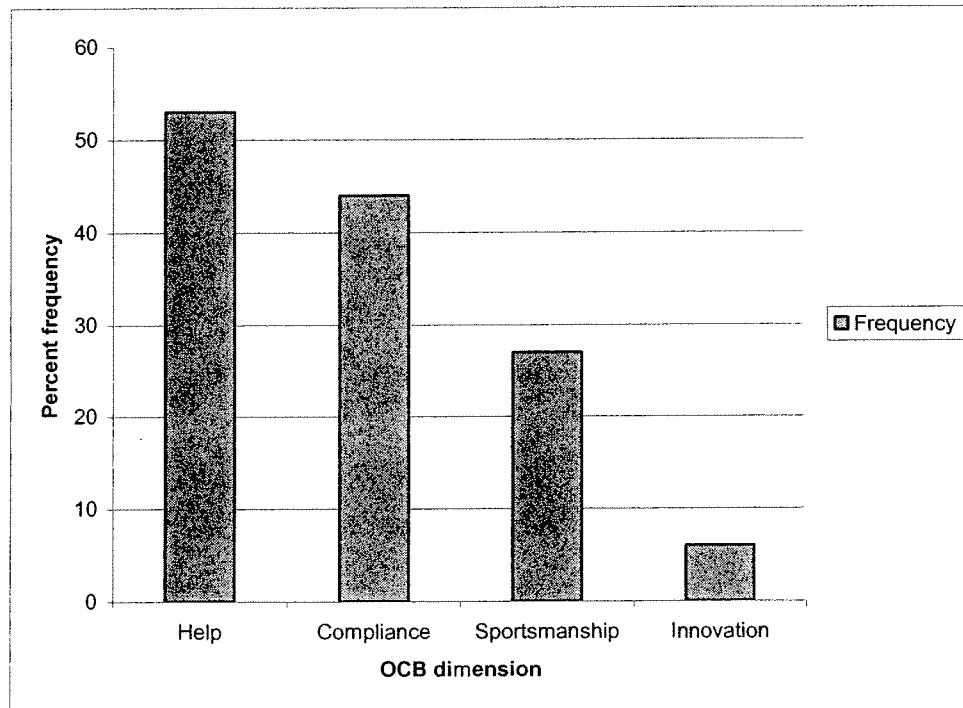


Figure 2. Twenty Years of Empirical Research on OCB: 1983-2003.

Note: Percent frequency indicates the likelihood that an empirical article ($n=164$) used in this review would have a measure of a particular facet.

The concerns voiced earlier by Van Dyne and colleagues (1995) and Organ (1997) combined with the more recent critiques by Podsakoff and colleagues (2000) and LePine and colleagues (2002) suggest that the OCB researchers have not yet reached consensus on what constitutes OCB and how it should be measured. At the same time that researchers are increasing the number of potential dimensions of OCBs by proposing and developing new measures, the general trend in substantive research on OCB is to lump a sample of items together and call them “general OCB.” Thus, the meaning of OCB varies from study to study and can emphasize multiple behaviors and dimensions or it can focus on only one dimension, yet still use the label OCB.

For example, Van Dyne, Vandewalle, Kostova, Latham, and Cummings (2000) utilized the helping dimension and labeled it OCB. Pond, Nacoste, Mohr, and Rodriguez (1997) combined altruism (helping) and conscientiousness (compliance) into a single scale and labeled it OCB. Bishop, Scott, and Burroughs (2000) created a uni-dimensional OCB scale consisting of four items from Smith et al. (1983) and two items from Williams and Anderson (1991). Koys (2001) created a single dimensional 5-item OCB scale based on one item from

each of Organ's (1988) 5-dimension conceptualization (altruism, conscientiousness, sportsmanship, civic virtue, and courtesy). Allen and Rush (1998) used a composite of the 24-item, five dimensional scale developed by Podsakoff and colleagues (1990) to represent overall OCB. Similarly, Konovsky and Pugh (1994) used 32 items and Zellars, Tepper and Duffy (2002) used 20 items to measure the five dimensions and both studies combined them into an overall OCB scale. Bachrach and Jex (2000) used 44 items from various scales to examine job roles and reported Organ's five dimensions separately, as well as overall OCB.

THE CIRCUMPLEX MODEL AND THE FUTURE OF OCB RESEARCH

Based on the preceding analyses, we suggest that the OCB literature is at a critical juncture. Without common understanding of the meaning and measurement of OCB, it is impossible to accumulate and apply OCB findings. On the one hand, researchers can continue to be "flexible" and "fluid" in their conceptualization and measurement of OCB. This would allow researchers to pick and choose measures or items from measures on an ongoing ad hoc basis and label them all OCB. This is the natural default position. It would imply that what we have been studying for the past 20 years is a general unidimensional construct of citizenship behavior. To the extent that researchers (and organizations) are interested in generic behaviors that are generally prosocial and cooperative, this might be an acceptable approach. For example, since the LePine (2002) meta-analysis was not able to differentiate antecedents of the most commonly studied forms of OCB, it might be more efficient if the field simply focused on a standardized and generic form of overall OCB.

However, if the consensus of the field is to go forward and measure OCB as a single, unidimensional construct, it is still critical that researchers are clear and consistent in their use of the term. It also is critical that researchers use measures that are congruent with this overall definition and uni-dimensional conceptualization. In other words, it would be inappropriate to equate citizenship based solely on helping with citizenship based on a combination of altruism, conscientiousness, civic virtue, courtesy, and sportsmanship.

On the other hand, we argue that it would be premature to conclude that OCB is unidimensional. This is for three reasons. First, the major OCB conceptual frameworks are multidimensional (Moorman & Blakely, 1995; Organ, 1988; Podsakoff et al., 2000; Van Dyne et al., 1994) and in some cases propose theoretical reasons for why dimensions of OCB may differ in their antecedents and consequences (Van Dyne et al., 1995). Second, although the LePine et al. (2002) meta-analysis was insightful and provides a useful integration of much of the OCB empirical research, it was based on only 37 studies and focused only on the four most commonly researched forms of OCB. Third, as illustrated in Figure 2 that summarizes types of OCB researched in 164 studies published over 20 years, there is substantially less research on promotive OCB directed at the organization (innovation OCB) than the other three types in our circumplex. In addition, this same figure shows less research on protective interpersonal OCB (sportsmanship).

Given these conceptual differences between the four behaviors in the circumplex, we recommend additional research that examines antecedents and consequences of these less-researched types of OCB. Based on the conceptual differences implicit in the circumplex, we predict future empirical research will demonstrate that OCB is a multidimensional construct

where dimensions have discriminant validity and the nomological networks for the dimensions are not identical.

A key strength of the circumplex is its combined simplicity of design and versatility of measurement. We first focus on theoretical contributions. By specifying two sets of contrasting bi-polar characteristics as its conceptual foundation, the circumplex provides a theoretical basis that can guide future research on OCB. The circumplex captures two contrasting characteristics emphasized in the past twenty years of OCB research. Van Dyne and colleagues (1995) differentiated promotive and protective behaviors and Williams and Anderson (1991) differentiated interpersonally and organizationally focused behaviors. By combining these approaches, our circumplex yields four constructs (helping, compliance, sportsmanship, and innovation) with definitions that parallel combinations of the major axes.

Thus, the circumplex provides a conceptual basis for future research. For example, researchers could focus on the major axes and develop theory around interpersonally-focused (helping and sportsmanship) versus organizationally-focused (innovation and compliance) behaviors. Likewise, they can develop theoretical predictions for promotive (helping and innovation) versus protective (compliance and sportsmanship) behaviors. Each of these approaches would allow comparison and contrast (based on underlying axes of the circumplex). Another option would be for researchers to theorize about a single dimension of OCB and use the underlying characteristics of the behavior (e.g., behavior that is interpersonal and protective) as the basis for drawing on research in other domains and developing specific hypotheses about this one type of OCB. Since innovative OCB behaviors were not included in the LePine (2002) meta-analysis, since they meet the general definition of OCB, and since they have been researched less than the other forms of OCB, we especially urge researchers to include innovative organizational citizenship behaviors in future empirical research.

The circumplex model can also make a second set of contributions that focus on measurement of OCB. As illustrated in the Appendix, the circumplex integrates and organizes the literature on OCB in a systematic manner. In operationalizing the circumplex, we have drawn items from a variety of measures developed by different research teams. In many cases, similar items occur across different measures. Our goal in proposing these specific twenty-four items is to provide an integrative starting point for measuring OCB.

We do not extol these 24-items as *the* OCB scale for all future research. Some may choose to use these items or subsets of these items, and others may choose similar items from other scales. Our key point, here, is that future measurement of OCB requires a stronger conceptual foundation. We propose these items as one possible way to implement the circumplex when measuring OCB.

In conclusion, we have introduced a circumplex model of OCB that can guide both theoretical and empirical research on OCB. By summarizing twenty years of OCB research (164 published empirical papers that used the term “OCB” in the title or abstract) with the circumplex, we have highlighted areas where we know a lot about OCB (helping and compliance) and areas where we know less about OCB (innovation and sportsmanship). Overall, we have called for more consistency and consensus in the conceptualization and measurement of OCB. We provide an integrative measure (see Appendix) as a starting point for operationalizing our four theoretically-based dimensions. We hope that this chapter will help researchers transform the OCB literature from a somewhat disorganized aggregate of

loosely connected papers into a more clear and coherent stream of research that facilitates integration and cumulation of knowledge.

APPENDIX

ORGANIZATIONAL CITIZENSHIP BEHAVIOR ITEMS

Measure Item "This person often engages in the following behaviors..."	Sources of items
Helping	
1. Helps others who have been absent.	Smith, Organ, & Near (1983)
2. Helps others who have heavy workloads.	Smith, Organ, & Near (1983)
3. Willingly gives one's time to help others who have work-related problems.	MacKenzie, Podsakoff, & Fetter (1991)
4. Helps orient new people even though it is not required	Podsakoff, MacKenzie, Moorman, & Fetter (1990)
5. Volunteers to do things for the work group.	Van Dyne & LePine (1998)
6. Assists others with their work for the benefit of the group.	Van Dyne & LePine (1998)
Innovation	
1. Makes innovative suggestions to improve the department.	Smith, Organ, & Near (1983)
2. Tries to adopt improved procedures for the work unit/department.	Morrison and Phelps (1999)
3. Tries to institute new more effective work methods for the company.	Morrison and Phelps (1999)
4. Makes constructive suggestions for improving how things operate.	Morrison and Phelps (1999)
5. Makes recommendations re issues that affect the work group	Van Dyne & LePine (1998)
6. Speaks up with ideas for new projects or changes in procedures	Van Dyne & LePine (1998)
Sportsmanship	
1. Acts as a peacemaker when others have disagreements.	MacKenzie, et al. (1999)
2. Is a stabilizing influence when others in the organization have disagreements.	MacKenzie et al. (1999)
3. Consumes a lot of time complaining about trivial matters. (r)	MacKenzie, Podsakoff, & Fetter (1991)
4. Always finds fault with what the company is doing. (r)	MacKenzie, Podsakoff, & Fetter (1991)
5. Defends the organization when other employees criticize it.	Moorman and Blakely (1995)
6. Goes along with necessary changes at work.	Podsakoff, Aherne, & MacKenzie (1997)
Compliance	
1. Conscientiously follows company regulations and procedures.	MacKenzie, Podsakoff, & Fetter (1993)
2. Produces as much as capable of at all times.	Van Dyne, Graham, & Dienesch (1994)
3. Always comes to work on time.	Van Dyne, Graham, & Dienesch (1994)
4. Never leaves work early without permission.	Bennett and Robinson (2000)
5. Attendance at work is above the norm.	Smith, Organ, & Near (1983)
6. Conserves and protects organizational property	Smith, Organ, & Near (1983)

Note: All items use a 7-point scale with anchors of 1=strongly disagree to 7=strongly agree. r=reverse-coded item.

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