Academic Weekly Digest

School of Hospitality & Tourism Management
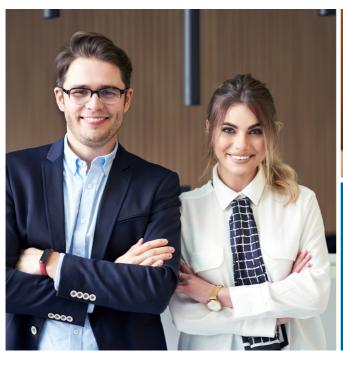

The formation of organizational citizenship behaviour

This study used social exchange theory and agency theory to explain why work environment results in organizational citizenship behaviour (OCB). Dr Xu and colleagues employed a three-wave survey to investigate the formation of employee OCBs from the work environment perspective.

A *workplace-driven model on the formation of OCB-C: Perspectives of social exchange theory and agency theory*

Dr Shi (Tracy) Xu

Organizational citizenship behavior (OCB), defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4), includes behaviors that "go the extra mile," such as helping others with job-related issues, being functional beyond company expectations, and volunteering or conveying a positive image of the organization to outsiders. In this study, Dr Xu and colleagues aim to address research gaps by investigating how perceived leadership support and work autonomy contribute to OCB in hospitality. A three-wave survey was conducted in five-star hotels in Mainland China, and a sample of 410 hotel frontline employees was used to test the model. Findings of the study suggested that perceived leadership support positively led to OCB towards organisations and co-workers while work autonomy led to OCB toward co-workers, demonstrating the importance of employees' perceived leadership support on motivating employees to perform OCB towards organisations and coworkers.

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> Understanding organizational citizenship behaviour (OCB) is increasingly necessary to the maintenance of organizations' social systems and employee roles within them - G Joy
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Furthermore, OCB towards organisations and co-workers and proactive customer service attitude lead to OCB toward customers. This study suggests that it is important for leaders to show care and support to employees and design jobs with a certain level of flexibility, so that employees are motivated to go the extra mile to do a good job. When employees make helping others a habit, they will provide more genuine care to customers and do a better job in serving customers.

Further Reading:

Xu, S., Wang, Y., & Ma, E. (2022). A workplace-driven model on the formation of OCB-C: Perspectives of social exchange theory and agency theory. *International Journal of Contemporary Hospitality Management*
Link: bit.ly/3mAlowt