<ABSTRACT>

Organizational Citizenship Behavior: 
Construct and Measurement

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Organizational Citizenship Behavior (OCB) is defined as those behaviors which are discretionary, are not formally recognized by the organizational reward system, and in the aggregate, promote organizational effectiveness.

The purpose of this study is to identify the categories of OCB in the workplace and to examine the relationship between OCB and its antecedents, and the relationship between OCB and organizational effectiveness. This research also explores how the characteristics of covenantal relationships moderates the relationship between OCB and its antecedents.

To achieve these research purposes, field interviews and data collection were conducted on a random sample of 447 employees in diverse organizational and occupational contexts.

Research findings can be summarized as follows:

1) Self-report responses of employees (N=447) to the 24-item OCB scale were factor-analyzed using principal component extraction. The results showed that OCB is a multidimensional construct that is composed of loyalty & participation, interpersonal relationship activity, self-development
activity and altruistic behavior.

(2) Structural equation modeling was used to test for the relationship between OCB and its antecedents and the relationship between OCB and organizational effectiveness.

① The relationship between OCB and its antecedents.

I chose two basic types of antecedents in the model. The first is personal factors which include psychological perspectives and growth needs. The second types of antecedents is employee perceptions of situational factors in a workplace. Situational factors include perceptions of the job characteristics, the supportive leader behavior, the organizational justice and the organizational support.

The paths which emerged from the analyses of the research model as significant were the paths from job characteristics to four dimensions of OCB, the paths from supportive leader behaviors to three dimensions of OCB, the paths from procedural justice to two dimensions of OCB, and the paths from organizational support to three dimensions of OCB.

② The relationship between OCB and organizational effectiveness.

I propose organizational effectiveness as a consequences of OCB and they are role performance, job satisfaction, organizational identification and intention to leave.

The paths as significant were the paths from loyalty and participation to performance, job satisfaction, organizational identification and intention to leave, the paths from self-development to performance and intention to leave, the paths from altruistic behaviors to performance, job satisfaction and organizational identification.

(3) I propose covenantal relationship as a moderator in the research model. The mutual affirmation, trust and open-ended commitment that are
characteristics of covenantal relationship have moderating effects the relationship between OCB and its antecedents. I chose three variables of moderator that represents characteristics of covenantal relationship and they are perceived job breadth, trust in leader and organizational commitment.

The result indicated that each variables has differential effects on the relationship between OCB and its antecedents but perceived job breadth had the greater moderating effects between OCB and its antecedents.

(4) This study concluded with a discussion of the implications of this research and future research directions.

Key Words: organizational citizenship behavior, organizational effectiveness, psychological perspectives, growth needs, job characteristics, organizational fairness, perceived organizational support, covenantal relationship, perceived job breadth, organizational commitment, trust in leader, supportive leader behavior