TWO SIDES OF THE SAME COIN: HARMFUL OR HELPFUL? A CRITICAL REVIEW OF THE CONSEQUENCES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT: *This paper critically examines the literature on the consequences of organizational citizenship behavior (OCB). More specifically it explores and summarizes the helpful and harmful effect of OCB identified in the literature. Based on the theoretical and empirical literature review the author developed a framework for understanding consequences of OCB research. Framework identifies four areas of emphasis of OCB consequences; the organizational level positive consequences, organizational level negative consequences, individual level positive consequences, and individual level negative consequences. For each emphasis area the paper discusses the theoretical frameworks used, different arguments by various scholars and summarizes the empirical research results. Although the review has found few negative outcomes of OCB, positive outcome seems to be very significance. Therefore, negative outcomes seem to be offset by positive ones. Study suggests that reducing in engagement in OCBs is not advisable, future research should focus in findings ways to reduce the negative outcomes while increasing engagement of OCBs. HR practitioners also can bring their consideration to deal with the negative effects of OCBs at workplace. The paper concludes with a discussion of emerging issues, new research directions, and practical implications of OCB consequences research. This review highlighted that although there is a growing multidisciplinary literature on OCB, much remains to be studied.*

KEYWORDS: Organizational Citizenship Behavior, Consequences, Review, Future Directions

INTRODUCTION

The effects of technological advancement and globalization have increased business competition (Ramayah & Yusoff, 2001). Facing the challenges of present environment, is not merely depending on the nature of products and the sustainable competitive advantage of organizations. However, the human capital, who are the originator of creativity and innovations, that can increase efficiency and effectiveness in the competitive market (Mehboob & Bhutto, 2012). Organizations should improve performance of human capital for sustaining its growth and competitiveness. In the literature on performance, organizational citizenship behavior (OCB) has received much attention (Rauf, 2014; Rauf, 2015) for the past two decades, and has become an important and growing area of research (Ozturk, 2010). OCB is defined as behavior at an individual's discretion that was not directly or explicitly rewarded but that will help the fulfillment of the organization's objectives (Organ, 1988). This concept is related to other concepts such as organizational spontaneity, prosocial organizational behavior, contextual performance and extra-role behavior.

Although many conceptualizations of OCB (see Podsakoff et al., 2000) emerged, only two of them are popular. Organ's (1988) conceptualization was the very first one and most of other conceptualizations are basically based on this model. The second popular conceptualization was Williams and Anderson (1991)'s two-factor model which is very significant among OCB studies.

Based on the conceptual work of Organ (1988), Podsakoff, MacKenzie, Moorman and Fetter (1990) found five dimensions of organizational citizenship behavior: They are "*Altruism*: Discretionary behavior on the part of employees that have the effect of helping a specific other with an organizationally relevant problem. *Conscientiousness:* Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth. *Sportsmanship*: Willingness of the employee to tolerate less than ideal circumstances without complaining to avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes *Courtesy*: Discretionary behavior on the part of an individual aimed at preventing work related problems with others from occurring. *Civic virtue*: Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company".(Podsakoff et al., 1990, p.115). Williams and Anderson's (1991) two component model categorizes OCB into (a) *OCBO*, behaviors that benefit the organization directly, and (b) *OCBI*, behaviors that benefit specific individuals and only indirectly benefit the organization.

Since the popular work of Organ (1988) much empirical work has investigated the conceptualization of the construct, antecedents and consequences (Podsakoff & Mackenzie, 1997). As in the definition itself OCBs are considered as the source of organizational effectiveness. Most of the studies in OCBs focus on how to increase OCBs, thereby studied the antecedents of OCBs. Although antecedents of OCB are extensively studied consequences of OCB are not (Spitzmuller et al., 2008). Jain, Giga, and Cooper (2011) claimed that majority of the researches has focused on identifying the determinants of OCB whereas very little is known about the consequences.

Moreover, while OCB is aimed at improving organizational effectiveness, few studies have focused on the dark side of the construct (Bolino, Turnley & Niehoff, 2004). These authors were of the opinion that OCB is defined in a positive manner considering only its positive side and expected to yield only positive effect on individuals and organizations. However, it is also embedded some negative outcomes and therefore, OCB should be re-conceptualized such a way including both positive and negative outcomes (Dwayne, 2014). Authors of this view argue OCB can yield some negative outcome such as role overload, stress, burnout, work-family conflict, turnover intentions and poor health (Rauf, 2013; Bolino & Turnley, 2005; Bolino, Turnley, Gilstrap, & Suazo, 2010). Moreover, they emphasize that motive behind the OCB may be self-serving or other negative motives (Bolino, 1999; Snell & Wong, 2007). The studies on this negative aspect of OCB are still at its infant stage. Therefore, more studies are needed to study this phenomenon focusing on both empirical and conceptual ground.

The objective of this review is to study the nature of OCB and its effects on several individual-level and organizational level outcomes of positive and negative aspects. Some authors argue that (eg. Spitzmuller, Van Dyne, & Ilies, 2008) studies to understand the conflicting outcome and the situations at which positive or negative outcome occur, may provide good contribution to the existing OCB literature. While, OCB has been interested topic among scholars because of the potential consequences of it, no study systematically review and summarize the outcomes of OCB. Therefore, the objective of this study is to provide a critical review of the consequences of OCB, discuss the emerging issues, and provide new research directions.

METHODS

This study conducted a narrative review of the literature rather than a meta-analysis. Articles published in academically refereed journals in management, organizational behavior, human resource management, applied psychology, and work psychology were included in the review. Reference sections of articles found were also searched. Terms of OCB, consequences, positive and negative consequences, dark side of OCB and OCB out comes were used as search terms. Author found fifty nine studies that were published since Berman and Kenny (1976) through late 2015. The organizational and individual level consequences of OCB research shown in Figure 1.

Positive Consequences of OCBs *(Individual level)*

Positive consequences of OCB for individual level found in the literature are discussed here. In terms of individual-level consequences, research has found that OCB has positive impacts for both parties, those who perform OCB and those who are aimed through the same behavior. For example, employees who engage in citizenship behaviors are better rated by their supervisor than those who do not (Mackenzie, Podsakoff, & Paine, 1999). OCB influences in various areas such as promotion recommendations (Parks & Sims, 1989) and salary/reward recommendations (Allen & Rush, 1998; Kiker & Motowidlo, 1999; Parks & Sims, 1989). The argument of OCB influences managerial evaluations of performance have also been supported by various reviews (Podsakoff et al. 2000; Organ et al., 2006) and it can be theoretically rationalized. Social exchange theory (Blau, 1964) explain about the norms of reciprocity. Since organizational citizenship behaviors are likely to be perceived by superiors as helpful and beneficial to members in the organization as well as the entire organization, superiors may feel obliged to reciprocate these 'positive contributions' and may give more favorable performance assessments for those who engage it.
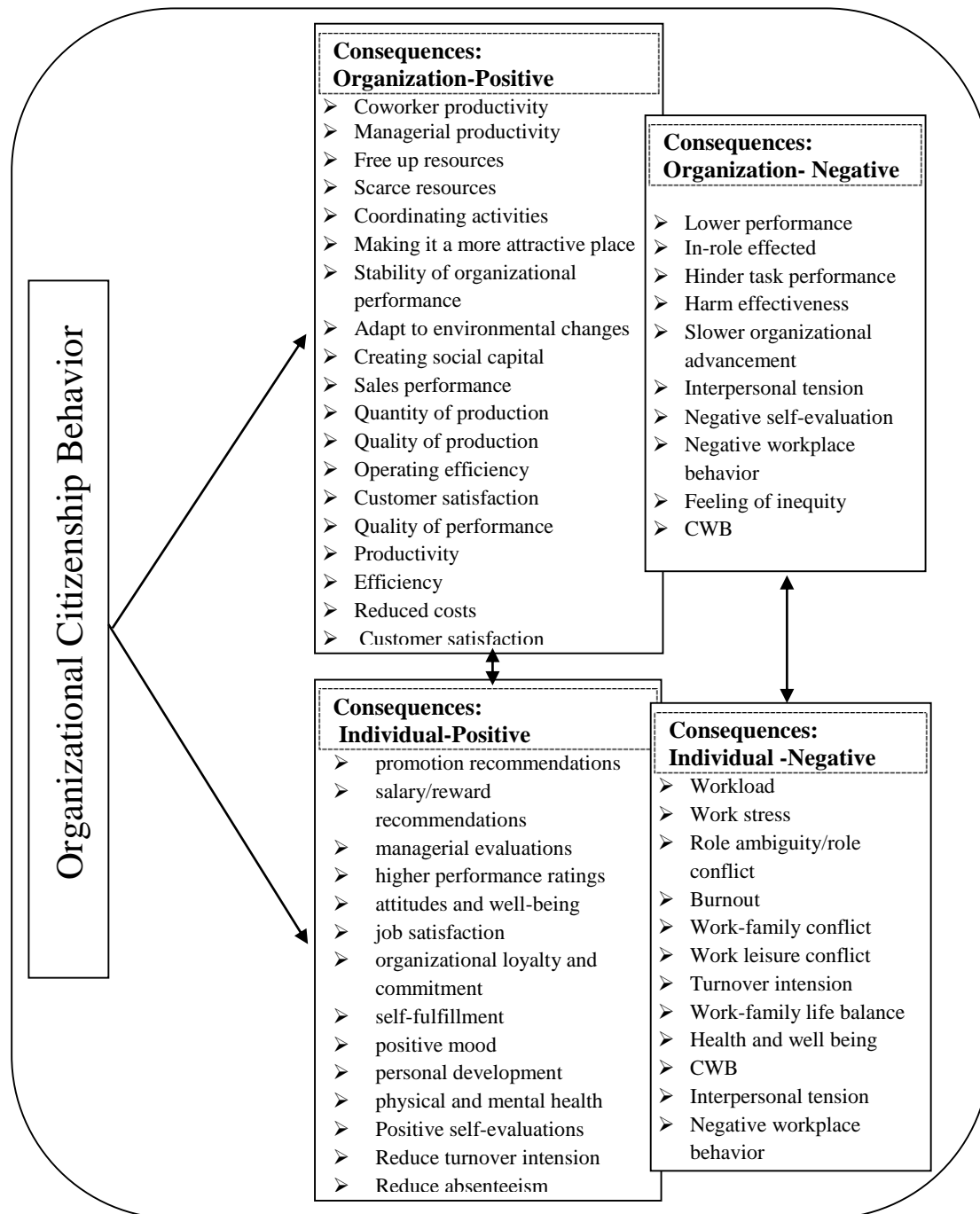
Figure 1: Positive and Negative Consequences of OCB at Individual/ Organizational level

Another theory also can be used to explain this situation. Implicit personality theory describes the specific patterns and biases an individual uses when forming impressions based on a limited amount of initial information about an unfamiliar person. If a manager implicitly believe there is a close association between OCB and overall performance, the manager is likely to include OCB as part of the formal performance assessment criteria for employees (Berman & Kenny, 1976). As a result, employees who frequently exhibit OCB are more likely to receive higher performance ratings.

Further, behavioral distinctiveness and accessibility suggests that supervisors look for distinctive information in performance assessment. Therefore, considering the unique nature of OCB, managers are likely to consider these behaviors during performance assessments (DeNisi, Cafferty & Meglino, 1984). Moreover, supervisors generally like those who engage in OCB, thereby supervisors tend to give better assessment of their overall performance. Therefore, positive consequences of OCB on managerial evaluation of performance are conceptually explained.

While OCB impact performance evaluation and reward allocation, OCBs have also been found to affect employee attitudes and well-being. For example, Bateman and Organ (1983) used a two-wave panel design at time 1 and time 2, to study the OCB – job satisfaction relationship and found that not only job satisfaction as an antecedent of OCB, but also as a consequences of OCB.

Tepper et al. (2004) noted that OCB effect fellow employees' attitudes favorable, consequently, enhance organizational loyalty and commitment among members in the organizations. They also found that co-workers' OCB at Time 1 was positively related to organizational commitment at Time 2 and was significantly and positively related to job satisfaction at Time 1 only. Further, co-workers' OCB was positively related to both job satisfaction and organizational commitment at Time 2 when abusive supervision was low, but it was negatively related to job satisfaction when abusive supervision was high.

A qualitative study by Oplatka (2009) on OCB among a sample of teachers in Israel context, revealed that teachers who engage in OCB showed that they experienced a high sense of self-fulfillment, and high levels enthusiasm and work satisfaction. Other studies found OCBs are related to higher levels of employee well-being and positive mood (Glomb, Bhave, Miner, & Wall, 2011; Sonnentag & Grant, 2012), more positive self-evaluations (Van Willigen, 1998), personal development (Hanson, Larson, & Dworkin, 2003), and physical and mental health (Brown, Nesse, Vinojur, & Smith, 2003).

Some other studies have studied the individual-level effects of OCBs on employee behavioral intentions and actual behaviors at work. For example, Ladebo (2005) revealed that loyalty dimension of OCB was inversely related to turnover intentions, and employee participation dimension of OCB was inversely related to withdrawal behaviors. Podsakoff et al. (2009) conducted a Meta -analysis study and found that OCB was found to be negatively related to employee turnover intentions, actual turnover, and absenteeism and revealed that employee job performance ratings were strongly and positively related to OCBs. Empirical evidence and arguments in support of positive consequences of OCB (Individual level) are presented in Table 1.

Table 1: Empirical evidence and arguments in support of Positive consequences of OCB (Individual level)

Authors	Outcomes
Mackenzie, Podsakoff, & Paine, (1999)	Better rated by their supervisor
Parks & Sims (1989)	Promotion recommendations
Allen & Rush, (1998); Kiker & Motowidlo, (1999); Parks & Sims, (1989)	Salary/reward recommendations
Podsakoff et al. (2000); Organ et al., (2006)	Managerial evaluations of performance
Berman & Kenny, (1976)	Receive higher performance ratings.
Bateman and Organ (1983)	Job satisfaction

Tepper et al. (2004)	Employees' favorable attitudes, loyalty, commitment
Oplatka (2009)	Self-fulfillment, enthusiasm, satisfaction.
Glomb, Bhave, Miner, & Wall, (2011); Sonnentag & Grant, (2012)	Employee well-being, positive mood
Van Willigen, (1998)	More positive self-evaluations
Hanson, Larson, & Dworkin, (2003)	Personal development
Brown, Nesse, Vinojur, & Smith (2003)	Physical and mental health
Ladebo (2005)	Reduce turnover intentions, and withdrawal behaviors
Podsakoff et al. (2009)	Reduce employee turnover intentions, actual turnover, and absenteeism.

Source: Literature

Positive Consequences of OCBs *(Organizational level)*

The organizational-level consequences of OCB have also received attention of scholars. The initial definition of OCB by Organ states that, OCB in aggregate, promotes organizational effectiveness. Empirical evidence and arguments in support of positive consequences of OCB (organizational level) are presented in Table 2.

Table2: Empirical Evidence and Arguments in Support of Positive Consequences of OCB (organizational level)

Authors	Outcomes
Podsakoff, Ahearne & Mackenzie (1997)	Improve organizational effectiveness
	Enhance coworker productivity
	Enhance managerial productivity
	Free up resources
	Reduce the need to devote scarce resources
	Effective means of coordinating activities
	Enhance the organization's ability to attract and retain good employees
	Enhance the stability of organizational performance
	Enhance an organization's ability to adapt to environmental changes
	Enhance Organizational effectiveness by creating social capital
Podsakoff & Mackenzie (1994)	Higher performance
Podsakoff et al. (1997)	Quantity of production, quality of production.
Walz & Niehoff (2000)	Operating efficiency, customer satisfaction, quality of performance.
Podsakoff et al. (2000; 2009)	Productivity, efficiency, reduce costs, customer satisfaction, reduce turnover

Source: Literature

Podsakoff, Ahearne and Mackenzie (1997) have proposed several conceptual reasons to highlight why OCB is likely to improve organizational effectiveness and include the following:

(1) OCBs may enhance coworker productivity, (2) OCBs may enhance managerial productivity, (3) OCBs may free up resources for more productive purposes, (4) OCBs may reduce the need to devote scarce resources to purely maintenance functions, (5) OCBs may serve as an effective means of coordinating activities between team members and across work groups, (6) OCBs may enhance the organization's ability to attract and retain the best people by making it a more attractive place to work, (7) OCBs may enhance the stability of organizational performance, (8) OCBs may enhance an organization's ability to adapt to environmental changes, and (9) OCBs may enhance Organizational effectiveness by creating social capital.

Further some other studies studied the effect of OCB based on the above conceptual reasons. For example, Podsakoff and Mackenzie (1994) examined the effects of OCB on sales performance and found positive relationships between OCB dimension of civic virtue, sportsmanship and positive outcome. Similarly, Podsakoff et al. (1997) revealed that helping behavior and sportsmanship dimensions of OCB were significantly and positively related to the quantity of production, and helping behavior dimension of OCB was significantly and positively related to the quality of production. Moreover, Walz and Niehoff (2000) found that helping behavior was significantly and positively related to multiple indicators of effectiveness among a sample of restaurants such as operating efficiency, customer satisfaction and quality of performance. Podsakoff et al. (2000; 2009) revealed that OCBs were positively related to productivity, efficiency, cost reduction, customer satisfaction, and was negatively related to unit-level turnover. These relationships were found to be stronger in longitudinal studies than in cross-sectional studies, providing some support for the causal effects of OCBs on these criteria of effectiveness.

The review by Spitzmuller et al. (2008) revealed that studies that differentiated between OCB-I and OCB-O have found inconsistent results in terms of their consequences. For example, the review by Podsakoff and Mackenzie (1997) revealed that while the relationship between OCB-I (helping) and performance may stronger than the relationships for civic virtue and sportsmanship (OCB-O) and performance, others (Podsakoff & MacKenzie, 1994) have found a significant negative relationship between helping (OCB-I) and sales performance. Podsakoff et al. (2009) stated that "it is premature at this time to conclude that OCBOs and OCBIs have the same effects..." (p. 133). They also stated that it is possible to have much variance in the consequences of OCBs depending on the operationalization and models of OCBs (Podsakoff et al., 2009). Spitzmuller and Van Dyne (2012) argued that the positive consequences may also vary depending on the type of helping behaviors such as reactive versus proactive helping as well as the primary beneficiary: the individual, team, and organization. Spitzmuller et al. (2008) highlighted the need for further research to address these conflicting and unusual findings regarding the consequences of OCB-I and OCB-O.

Negative Consequences of OCBs (Organizational level)

OCB was perceived to have positive consequences theoretically, empirically and by its definition itself. However, some researchers (e.g. Bolino et al., 2004) argue that OCB can be harmful in some situations to both organizations and individuals. Although researchers have revealed that OCB contribute to the organizational effectiveness, it is not always true (Bolino et al., 2004). For example, Podsakoff and Mackenzie (1994) found that helping behavior and sales performance are negatively related among insurance agents and suggested that OCBI and performance are negatively associated. Further, Podsakoff et al. (1997) found that civic virtue and quantity or quality of production are not related significantly. In another study (i.e., Walz & Niehoff, 2000) revealed that OCB did not impact financial performance, specifically, OCB dimensions

sportsmanship and civic virtue were not related with most of the indicators of organizational effectiveness.

Similarly, there are number of argument in terms of negative impact of OCBs on organizational effectiveness. For example, Bolino et al. (2004) argued that in some situations OCBs may occur at the expense of in-role behavior. Bergeron (2007) used the resource allocation framework to describe this argument and stated that in some situations employees cannot perform in-role responsibilities due to limited available time and energy as they engage with OCBs. Bergeron (2007) argued that as the time resource is limited employees will have to focus on one activity at the expenses of the other. Because of this reality, employees cannot perform both OCB and task performance at equal level. Therefore, OCB may hinder task performance as the time is used for OCBs.

In another study conducted in a laboratory setting shown OCB and task performance are negatively correlated as participant had limited time to perform tasks (Allen & Rush, 1998). Mackenzie et al. (1999) found a consistent results in a field study. Bergeron, Shipp, Rosen and Furst (2013) revealed that more time spent on OCB was associated with lower salary increases, slower organizational advancement, and lower promotion prospects. Therefore, they concluded that engagement of OCB reduces the task performance and hinder the organizational career outcomes.

Further, Bolino et al. (2004) argued that if employees are neither competent nor trained to perform the specific OCB, the relationship between their OCB and organizational effectiveness is likely to be negative. Even though employees are willing to engage in OCBs, they may not contribute to the organizational effectiveness, because they may be weak in terms of necessary skills and knowledge in performing that particular task effectively. Because OCBs are beyond the expected role requirement and they are trained only to perform the specific job they are assigned. At this situation OCBs are measured only on the basis of quantity or frequencies, but not quality. Then if they engage in OCB activities in the task that they are not trained, OCBs may be causing harm to the organization than good. However, this issue has been neglected in prior research, as the existing body of OCB research has focused mainly on the quantity/frequency of these behaviors performed.

Moreover, negative consequences of OCB for organizational effectiveness can be explained on the basis of the nature of motive behind this performance. Self-serving motives stimulate employees to engage in OCBs which may ultimately negatively impact organizational effectiveness (Bolino, 1999; Bolino et al., 2004). Therefore, depending on the link between motives and OCBs, the consequences of OCB may either positive or negative. In a study by Snell and Wong (2007) revealed that performance of several dimensions of OCBs are motivated by impression-management, which may hinder the organizational effectiveness. Empirical evidence and arguments in support of negative consequences of OCB (organizational level) are presented in Table 3.

Table 3: Empirical Evidence and Arguments In Support of Negative Consequences of OCB (Organizational level)

Authors	Outcome
Podsakoff & Mackenzie (1994)	Lower performance
Podsakoff et al. (1997)	Lower performance
Walz & Niehoff (2000)	Lower performance
Bolino et al. (2004)	In-role effected
Bergeron (2007)	Hinder task performance
Allen & Rush (1998)	Harm effectiveness
Mackenzie et al. (1999)	Harm effectiveness
Bergeron, Shipp, Rosen & Furst (2013)	Slower organizational advancement, lower promotion prospects
Bolino et al. (2004)	Harm effectiveness
Bolino (1999); Bolino et al. (2004)	Harm effectiveness
Snell & Wong (2007)	Harm effectiveness
Bolino (1999)	Harm effectiveness
Banki (2010)	Harm effectiveness
Fisher, Nadler, & Whitcher-Alagna (1982)	Interpersonal tension, conflict, resentment among employees at work
Bolino et al. (2004)	Harm effectiveness
Van Dyne & Ellis (2004)	Negative self-evaluation
Beehr et al. (2010)	Harmful effect
Beehr et al. (2010)	Harmful effect
Bolino et al. (2004)	Negative workplace behavior
Fox & Freeman (2011)	Feelings of inequity, frustration, resentment, Counterproductive work behavior
Fox et al. (2012)	Counterproductive work behavior

Source: Literature

Bolino (1999) emphasized the importance of motive behind the OCBs and states that motivation may adversely affect the impact of OCBs on organizations or group effectiveness. Bolino (1999) justified this argument from two perspectives. Firstly, when employees get engage in OCBs from impression management motives, their task performance will become ineffective as they are not able to attend to it. Further, if employees are driven by self –interest or impression management their conscientious involvement in OCBs with exerting their full energy cannot be expected. As such the quality of the OCBs become lower compared to OCBs performed by employees driven by genuine motives. Negative outcome such as conflict, envy, poor interpersonal relationship or low trust are possible if an employee engage in OCBs for the purpose of building self-image, this may in turn seriously impact on organizational effectiveness (Bolino, 1999; Bolino et al., 2004). Banki (2010) examined the OCBs and the motives behind it, and revealed that if motives behind OCBs is impression management effects become negative on group cohesion and performance.

Negative Consequences of OCBs (Individual level)

Bolino et al. (2004) argued OCB can cause harmful for individual as well. They found evidence to support to this. They stated that OCB can cause for some negative outcome such as interpersonal tension, conflict and resentment among employees at work. In support of this argument, Fisher, Nadler, and Whitcher-Alagna (1982) have revealed that individuals who

frequently obtain help from others experience strong resentment. Because, helping behavior may cause for increased levels of guilt, doubt about one's own competencies and decreased levels of personal freedom and self-esteem. Based on the reactance theory Van Dyne and Ellis (2004) argued that OCB may lead to a negative reaction by the peers towards OCB performer (i.e. the job creep) and the organization. Some supervisors may underappreciated the OCB performer for their extra role. Similarly peers may under value or develop a negative self-evaluation if they compare themselves with others who engage in OCBs. Employees may feel incompetence and under achievement during this circumstance. Further, some other study Beehr et al. (2010) revealed that sometimes if the individual who offers helping to others is not competent enough likely to create harmful effect than helpful. In other instances, some employees may feel they are not competent to perform OCBs, this fulfilment. Bolino et al. (2004) emphasized that the peers with this negative feeling may engage with negative workplace behavior towards the organizations and the OCB performer. As a result sabotage at working place or isolation of OCB performer. This situation may further worsen the situation, make them to feel a reduced sense of job security, reduced satisfaction of OCB performer, reduce their in-role and OCB performance, ultimately this may in turn lead to turnover. Based on these arguments some authors (e.g. Spitzmuller et al., 2008) have emphasized that it is necessary to conduct more research in the area of negative consequences of OCB towards the OCB performer than the OCB receiver. Bolino et al. (2004) stated that when an employee continuously engaging in OCB over time he/she may forget his/her in-role performance against the OCB and he/she may experience difficult in differentiating the in-role and extra role performance, and may lead to high level of role ambiguity and role conflict. Further, high level of engagement in OCB may lead to dissatisfaction, work load and stress on the part of OCB performer. People engage heavily with OCB usually struggle the line between in-role and OCB as their superiors continuously expect the same from them (Van Dyne & Ellis, 2004). This situation may lead to lower personal freedom of the OCB performer and increase the level of stress and increased burnout. Empirical studies have slowly moving to investigate the negative effect of OCB on attitude of employees and their well-being. OCB dimension individual initiative is associated with job stress, role overload, and work-family conflict (Bolino & Turnley, 2005). Rauf (2013) revealed that OCB and work-family conflict are associated. Bolino and Turnley (2005) claimed that sometimes organizations are pressuring employees to work longer hours and show more effort in order to perform OCB. This growing notion of citizenship is also been examined and found higher pressure to perform citizenship behavior is related to higher levels of work-family conflict, work-leisure conflict, job stress and turnover intentions (Bolino et al., 2010). Pezij (2010) found positive relationship between OCB and role overload. Empirical evidence and arguments in support of negative consequences of OCB (Individual level) are presented in Table 4.

Table 4: Empirical Evidence and Arguments In Support of Negative Consequences of OCB (Individual level)

Authors	Outcome
Fisher, Nadler, & Whitcher-Alagna (1982)	Interpersonal tension, conflict, resentment among employees at work
Bolino et al. (2004)	
Van Dyne & Ellis (2004)	Negative self-evaluation
Beehr et al. (2010)	Harm effectiveness
Bolino et al. (2004)	Negative workplace behavior, dissatisfaction, work load, stress
Spitzmuller et al. (2008)	Work load, stress

Bolino et al. (2004)	Role ambiguity, role conflict.
Van Dyne & Ellis (2004)	Stress, increase burnout
Beehr et al. (2010)	Harm effectiveness
Bolino et al. (2004)	Negative workplace behavior
Bolino & Turnley (2005); Rauf (2013)	Job stress, role overload, work-family conflict
Bolino et al.(2010); Pezil (2010)	Work-family conflict, work-leisure conflict, job stress, turnover intentions
Bolino & Turnley (2005)	Work-family life balance, work stress, exhaustion, decrease the quality of health and well-being
Hannam & Jimmieson (2002); Oplatka (2009)	Work-family conflict, stress, burnout
Bolino, Valcea & Harvey (2010)	Work stress
Halbesleben, Harvey & Bolino (2009)	Work-family conflict
Vigoda-Gadot (2006)	Work-family conflict
Vigoda-Gadot (2007)	Job stress, organizational politics, intentions to leave, burnout
Spector & Fox (2010)	Negative emotions, stress, CWB
Fox & Freeman (2011)	Feelings of inequity, frustration, resentment, CWB
Fox et al. (2012)	CWB

Source: Literature

It is obvious that if employees engage heavily in OCBs demand more time and effort. As such it will ultimately affect their family life and will seriously affect their work-family life balance, increase level of work stress and exhaustion, and decrease the quality of health and well-being (Bolino & Turnley, 2005). In other studies conducted in a teacher context OCB are associated with work-family conflict, stress and burnout (Hannam & Jimmieson, 2002; Oplatka, 2009). Bolino, Valcea and Harvey (2010) revealed that in certain situations, encouraging proactive behavior is likely to higher levels of work stress and conflict between proactive and less proactive workers. The conservation of resources theory claimed that employees experience a variety of stressors and strain as the time and energy resources are reduced due to engagement in proactive behaviors such as OCBs. Based on the same theory, Halbesleben, Harvey and Bolino (2009), found that engagement in higher level of OCBs are related to higher level of work-family conflict. Further Vigoda-Gadot's (2006) suggest that if OCBs are obtained by forcing employees, the outcome of it will be destructive and negative rather than positive. Sometimes managers are likely to take over the good citizenship behavior of employees and misuse, exploit it to achieve their organizational goals. Some managers pressure the employees to perform these compulsory citizenship behaviors, at any costs. In a study conducted among teachers in Israel by Vigoda-Gadot (2007) also revealed majority of respondents reported strong pressure to engage in OCB and ultimately experienced high levels of job stress, organizational politics, intentions to leave, and burnout. Some scholars (eg, Spector & Fox, 2010) argued that certain behavior go beyond job requirements and classified as OCB, however, they are not always genuine and they are performed under pressure of key people in the organization. These authors claimed that, if OCBs are derived through a pressure they may perform OCB with negative emotions, stress, and engage in counterproductive work behavior. When an employee who is poorly performing is forced to engage in OCBs likely to experience feelings of inequity, frustration and resentment, resulting in CWB (Fox & Freeman, 2011). These arguments are again consistent with the findings of Fox

et al. (2012) which shown a positive relationships between OCB and CWB, and stressors and OCB. The concept of the *deviant citizen* suggests that in certain circumstances or contextual conditions, engaging in CWB by OCB performers is possible. Fox et al. (2012) directed the future researchers to examine the specific circumstances in which OCB may lead to CWB and what variables may moderate or mediate the relationship between these two variables.

Directions for Future Research

Since few studies are available on the consequences of OCBs, many scholars emphasized the importance of studying the consequences of OCBs. Few authors interested in reviewing the negative consequences of OCBs (eg. Bolino, Klotz, Turnley & Harvey, 2012). They summarized studies which examined the individual level consequences (Bolino et al., 2010; Bergeron et al., 2013; Van Dyne & Ellis, 2004; Vigoda-Gadot, 2006, 2007). They further suggested further studies are needed to examine the individual level consequences of OCBs. Based on this suggestion, some other authors (eg, Somech & Drach-Zahavy, 2013) studied using a longitudinal method to investigate the effects of OCB and the circumstances in which OCB may be harmful or beneficial to employees. They revealed that OCB was positively related to some negative outcome for individuals such as role conflict, role overload, and role ambiguity. They further found that in a circumstances where leader support and participative decision making are low, the relationship between OCB and negative effect on job strain is stronger. However, this effect was much weaker when leader support and participative decision-making were high. They have suggested a number of circumstances in which OCB may show a negative impact on employees. As such many authors suggested to have more studies on the negative effect of OCB (e.g. Bolino et al., 2004; Spitzmuller et al., 2008). Some other authors (eg, Bolino & Turnley, 2005; Bolino et al., 2012) also strongly claimed that additional studies are needed in examining the consequences of OCB for individuals who perform OCB.

Based on this study it is possible to recommend several direction for future research. Such future research can fill the theoretical, empirical and methodological gap and reach a more accurate and comprehensive results. Future research can focus on the similar studies examining the consequences of OCB in across different cultures, different organizational or occupational contexts. Further, same studies can be repeated with inclusion of some other moderating variables including other contextual and personality variables, and other outcome variables including physical/mental health, attitudinal, behavioral, and stress related variables. Somech and Drach-Zahavy (2013) suggested that "future research should extend the inquiry to other moderators to advance our understanding of OCB on employees' well-being" (p. 146). Especially variables such as personality factors, individual ability factors, self-efficacy, emotional intelligence, leadership effectiveness, work-related self-esteem. Studies can also be conducted on the outcome of OCBs such as a variety of job performance such as task performance and counterproductive work behaviors, burnout/emotional exhaustion, absenteeism, withdrawal behaviors, turnover, employee engagement, task productivity, intrinsic motivation, and efficiency. Moreover these studies can be conducted using a longitudinal methods in order to obtain a better relationship among these variables. By using a longitudinal methods a researcher can apply continual tests of normal, reverse, and reciprocal causation methods and find a more accurate results of the relationships between OCBs and other variables. More advanced modelling statistics such as SEM can be incorporated for a better and rigorous statistical analysis including moderated mediation and mediated moderation involving OCBs, moderators, mediators and outcome variables. These moderators and mediators may be either or both at organizational, individual or attitudinal variables. Organizational level moderators can be

such as size of the organization, type of industry, strategy applied, and organization culture, stage of the organization development, structure and type of production of service. In addition to that majority of the negative outcome studies focused on individual level outcome, therefore, more studies are needed to examine the organizational level positive/ negative outcome. It is also possible to have a simultaneous study covering at individual, group and organizational level of analysis.

The study of the consequences of OCBs is still in its infancy (Dwayne, 2014). This study provide the first systematic attempts to summarize all the individual and organizational both positive and negative consequences of OCB and shown the complex nature of OCBs. As a result of this review, it is suggested that additional research and strong theorizing are required in the area of OCBs and their consequences in order to examine the ways in which OCBs may be positive or negative to individuals and organizations and studies also needed to find how these negative effects can be eliminated.

CONCLUSION

One of the important objective of this review was to bring all the existing literature and assess the key study findings within the context of the current argument on the positive and negative consequences of OCB in one glance. The 'positive side' of the debate suggests that OCBs produce naturally beneficial consequences for individuals and organizations. Whereas the negative or dark side perspective of OCB suggests that OCBs can be potentially negative and detrimental to individual OCB performers or organizations. Some studies revealed that OCBs can be either positive or negative depending on the certain circumstances or the organizational and individual variables may alter the significance of the negative effect and manner in which the psychosocial work environment is perceived directly affects the nature of the consequences of OCBs. This review present both sides of the consequences of OCBs. The present study suggest that the consequences of OCB should be analyzed with the other variables which may influence the original relationship between OCB and outcomes rather than concentrating on the separate effects of an employee's job behaviors alone. This review shown that certain authors have highlighted the specific conditions or circumstances under which OCBs may be beneficial or harmful to those performing these behaviors and organization. This knowledge may help the individual who perform OCB and organization to enhance those conditions or OCB create such circumstances in order to eliminate or minimizing the dark sides of the OCB and generate the most positive individual and organization level consequences. The effect may be depending on the type of OCB dimension. Future researchers can focus on how various dimensions of OCB influence organizations or individuals. Further, consequences of OCBs may also be dependent on the various antecedents of OCBs. Therefore, it is also worthy to have studies focusing on wider range of antecedents and consequences to permit a deeper and more comprehensive understanding of this rapidly maturing construct. The present review successfully met the objective by providing existing knowledge of the OCB consequences and shown future direction for research.

IMPLICATIONS

Practitioners can also benefit from this review in a number of ways. Firstly, this review makes a substantial contribution to the existing literature through summarizing the consequences of OCBs for individuals and organizations in terms of their positive and negative outcomes. There has been very limited knowledge or theoretical development on the study of consequences of OCBs compared to the study of the antecedents of OCBs. This study clearly depict the consequences of OCBs at organizational level and individual level. This review provide a clear picture on the consequences of OCBs for the authors as they can see all the consequences at a glance in this study. They can find all the possible consequences of OCBs in one look and develop appropriate human resource practices in order to reduce harmful effect of OCBs. This review also provide clear direction or gap which are need to be filled by future researchers. Generally theories and conceptualizations need evidence across different contexts. The directions given for future research will lead future researchers to focus on them and find evidence for the present and future arguments.

There are several other implications for human resource management practices we can draw from the consistent findings in the existing OCB literature. For example, OCBs may have either positive or negative effect and it is altered by some other factors such as leader support or work family conflict self-efficacy. It appears that the importance of leader support and employees work family conflict self-efficacy lies in its ability to have a direct effect on OCBs negative effect. Role of personal job resources such as job autonomy and organizational support as critical factors that can buffer the potentially negative effects of OCBs for individual performers (Dwayne, 2014). Rauf (2013) suggested that one negative effect of OCB, work family conflict can be reduced by enhancing employees work family conflict self-efficacy. Therefore, self-efficacy can also be achieved through training. Managers must ensure that workers are provided the opportunity to conduct various work activities and tasks with high levels of autonomy and access to a variety of support systems at work. The provision of these resources for employees who are OCB performers are likely to generate positive attitudinal and health related effects for them, as well as buffer any potentially negative consequences associated with the performance of these extra-role behaviors.

The study found that findings of some studies argue that high level of organizational support provides sound encouragement and useful guidance to allow employees find better ways of coping with high levels of OCBs. Similarly studies also emphasized the importance of job autonomy which may conducive environment for the employees to organize, and manage their behavior and workload freely. Managers should implement an organizational systems to control or alleviate potential hazards at work such as altering the design of jobs to allow employees performing OCB to better manage their time, energy and efforts as well as their in-role task responsibilities. They may also involve the establishment of health and safety committees to monitor and manage these behaviors and other related workplace stressors. Further, this study suggest the importance of stress management training to make the OCB performers to cope with high work demand situations. Overall, encouraging and supporting OCBs at work is vital, and this review provides a great depth of knowledge on consequences of OCBs.

Further, this study suggest that supervisors should be careful of over burden which is created by pressuring employees to go beyond their prescribed roles as task performance. Based on the findings of previous studies, this review suggests that, high level of work pressure and more discretional behavior may lead to a high level of absenteeism, withdrawal behaviors, and turnover. Consequently organizations have to meet unnecessary cost in losing valued employees as well as repeated recruitment costs. Finally, human resource managers may develop and

formulate strategies and policies to recruit, train, develop, reward and retain OCB performers and management also should provide such an environment where HR practices and systems support and protect high OCB performers as their contribution is very significant in achieving organizational goals by engaging in both task performance and OCBs. HR practitioners can develop a reward system which may attractive to OCB performers.

Further, previous studies suggest that in the area of recruitment and selection, HR managers should conduct comprehensive job analyses to ascertain the specific types of OCBs most critical to job success as well as those behaviors that least likely to be stressful. Some other studies revealed that, if employees with poor skills or under trained perform OCB may lead to harmful effect, therefore, these employees should be trained with necessary skills to perform high level of quality OCB and manage OCBs in better way. HR practitioners can bring their consideration in this aspect in order to deal with the negative effects of OCBs at workplace. This review provides an organizing framework for previous literature, current research, discusses emerging issues, and identifies future research needs and practical implications of OCB research. This review highlights, although there is a growing multidisciplinary literature on OCB, much remains to be studied.

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