

# Academic Weekly Digest

## School of Hospitality & Tourism Management



### *Clarifying the structure of organizational citizenship behaviour*

Although organizational citizenship behaviour (OCB) attracts increasing research attention in tourism and hospitality contexts, there remains a lack of consensus on the multidimensional structure and measurement of OCB. [Dr Xu](#) and colleagues employed three studies using data collected from the U.S., China, and Australia to cross-culturally validate OCB as a multidimensional construct, holistically integrating both target-specific and nature-specific OCB measures.

# Clarifying the multi-order multidimensional structure of organizational citizenship behavior: A cross-cultural validation

Dr Tracy Xu

Organizational citizenship behaviour (OCB), defined as “individual behaviour 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 behaviours 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, we aim to address above research gaps by investigating the connotations and dimensions of OCB, and to clarify the links between the target-specific OCB and nature-based OCB frameworks in hospitality. Through three studies, we confirmed a 20-item measurement that includes OCB towards individuals, organisation, and customers, which are target-based and contain subdimensions: conscientiousness and sportsmanship, altruism and courtesy, and extra-role customer service and cooperation, respectively, which are nature-based.



“

It's not enough to just show up at 8 o'clock each morning and say, “Oh, I've done a wonderful thing” - Herbert David Kelleher

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In addition, the study further confirmed the positive role of OCB from all three targets played in employee workplace well-being. Organizations should encourage OCB performed towards all targets. Importantly, a supportive climate with consideration, socioemotional support, and respect could be contagious with regard to employees' sincere attitudes in interacting with colleagues and customers.

## Further Reading:

Ma, E., Wang, Y-C., Xu, S., & Wang, D. (2022). Clarifying the multi-order multidimensional structure of organizational citizenship behaviour: A cross-cultural validation, *Journal of Hospitality and Tourism Management*.

Link: [bit.ly/3v41cqu](https://bit.ly/3v41cqu)