BEYOND THE CURTAIN: THE NEGATIVE EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEES

Abstract. Organizational citizenship behaviors (OCBs) have been known to have many organizational and personal consequences. The organizational consequences include higher job performance (productivity, efficiency, and customer satisfaction, and unit-level costs, unit-level turnover) and organizational commitment, reduced turnover (intentions) and absenteeism. The personal consequences of OCBs can be positive or negative. The positive personal consequences include higher subjective performance evaluations, higher reward recommendations; while the negative personal consequences include job stress, work-family conflict, lower task performance, lower organizational rewards, and lesser career success. The purpose of this study is extending earlier works done on the negative personal effects of OCB on employees highlighting the mechanism through which OCB engagements lead to the outcomes using a longitudinal survey design. The study proposes that OCB engagement increases employees’ workload, which ultimately leads to job stress, emotional exhaustion and work-family conflict. Moreover, the study proposes that psychological resilience of employees determine the degree to which the workload created due to OCB engagements elicits the detrimental outcomes to the individual employees. The job demands-resources (JD-R) model, and the conservation of resources (COR) and the person-environment (P-E) fit theories are used to posit the proposed relationships.