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An Overview of Organizational Citizenship Behavior: Searching for Balance Between the
Positive and Negative Effects

An Honors College Project Presented to
the Faculty of the Undergraduate
College of Business
James Madison University

by Courtney Kepler Fusting

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Abstract

Organizational Citizenship Behavior (OCB) is the behavior of taking on extra roles in the workplace outside of one's explicit duties. There are many reasons why one may be motivated to aid his/her organization in this way. Motivation may come through one's personal values towards volunteerism, desire to build social capital, increase in self-esteem and flow, or even due to the commonality of organizational citizenship behavior among the workplace culture. Contributing to one's workplace through OCB has the potential to positively impact an individual. However, taking on too many extra roles in the workplace can become detrimental. Role overload, stress, and citizenship fatigue from OCB may lead to burnout. To find a balance between the positive and negative aspects of OCB, individuals must utilize stress management practices and conservation of resources theory.

Keywords: organizational citizenship behavior, citizenship fatigue, burnout, volunteerism, flow, role overload, perceived organizational support

Introduction

Organizational structure is a crucial piece in the functionality of a workplace. Each employee has a specific role defined through their job title and job description. The different employees use their skills and expertise to work together for the goal of fulfilling the company's mission through specific strategic objectives. However, no matter how detailed each employee's defined roles may be, some tasks will always be overlooked. If an employee steps up to take on any extra role for the benefit of any individual coworker, or the benefit of the overall organization, they are acting out an organizational citizenship behavior (OCB). Organizational citizenship behavior is described as, "employee behavior that is more discretionary, is less likely to be formally linked with organizational rewards, and contributes to the organization by promoting a positive social and psychological climate" (Organ, 1997; Takeuchi et al., 2015, as cited in Buonocore, 2016, p. 9). OCB can be any task that an employee contributes to or completes that is not directly linked to job descriptions or explicit roles of the employee.

Organizational citizenship behavior drives an employee to get involved within an organization and focuses on diversifying one's workplace responsibilities. As employees notice tasks that are not getting done or could be added to improve the company, they take on these roles to benefit the organization, as an act of OCB. There are five different categories of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism (Organ, 1988, as cited in Wang et al., 2010). Each citizenship task one volunteers to complete is rooted in one of these subdivisions of OCB. Many different OCB tasks overlap and intertwine multiple different categories, especially those found in leadership positions, such as mentoring a new employee or guiding others on how to complete a new task. This unofficial leadership role that individuals take on greatly benefits the organization and the employees involved.

Tasks that are directly linked to the company's well-being as a whole are referred to as organizational citizenship behavior - organizational (OCBO) (Lavelle, 2010). OCB tasks that are directly linked to aiding individual employees are referred to as organizational citizenship behavior - individuals (OCBI) (Lavelle, 2010). The two sectors of OCB each present the same benefits to the individuals who act upon them; however they achieve different goals and require different motivational forces. Podsakoff (2009) explains the beneficial aspects of OCBO, as it strengthens an individual's organizational loyalty, job dedication, individual initiative, civic virtue, and the support of organizational objectives.

While there are many benefits of taking on extra roles in the workplace, through the increase in individual human and social capital, there are drawbacks that may deter employees from participating in OCB. Without proper attention and maintenance of boundaries over which tasks or how many extra roles individuals are willing to complete, taking on too many OCBs can lead to citizenship fatigue and eventually burnout within their role. Throughout this paper, I will present the positive aspects of OCB, the motivational factors involved in its participation, as well as the negative aspects and consequences of OCB. I hope to explain the importance of balance so that all employees may find a level of participation in OCB in which they maximize the benefits and know the warning signs of when to say "no" to additional tasks, utilizing stress management practices.

The Positive Factors of OCB

Organizational citizenship behaviors in the workplace can boost harmony among employees and positively impact the tasks they complete throughout each workday. While all employees have specific tasks they are required to complete, many individuals take on extra roles that they find enjoyable and interesting to intertwine with more mundane tasks. The incorporation of OCB increases job satisfaction among employees and work passion (Buonocore, 2016). OCB also greatly increases an individual's perceptions of their ability and success in the workplace. According to a study by Koopman and others, in 2016, OCB is shown to increase positive affect, which is the emotional response one has when a goal is accomplished (*APA Dictionary of Psychology*).

When employees choose specific tasks that spark their interests and creative thinking, there are demonstrable benefits for the individual and the organization. Organizational citizenship behaviors “can enhance employer performance and generate positive outcomes for employees, by fueling their creative performance and sense of meaningfulness” (De Clercq et al., 2019, p. 483). By choosing work that builds meaningfulness and reinforces pride in one's work, an individual builds value within themselves and the organization. Productivity improves, as well as the value of work that the individual is adding to their assigned tasks. Organizations desire to build employees who embody a sense of meaningfulness in the work they do each day. By participating in citizenship behaviors, employees are taking advantage of the opportunities provided to use their skills at work. According to a Society for Human Resource Management (SHRM) article, *Managing for Employee Retention*, the opportunity to utilize one's skills is one of the five leading factors in building job satisfaction. The article explains that job satisfaction and fulfillment grow company loyalty among individuals and decrease voluntary turnover.

In order to perform well, employees must feel responsible for their work and have a sense of ownership over each task they complete. By building an individual's repertoire of OCBs or extra roles that one specifically enjoys, this sense of ownership and enjoyment carries over into every task assigned. "OCB is associated with indicators of team and organization effectiveness, such as sales performance, productivity, product quality, and customer service ratings" (Bolino et al., 2015, p. 56). By regularly acting out OCBs, an individual will gain social capital across their office, increasing comfortability with employees and gaining greater knowledge of their coworkers' skills and abilities (Turner & Connelly, 2021). The regularity of OCB across the office, as employees are working together and helping one another through different tasks, makes an organization a desirable place to work (Bolino et al., 2015). Openness to helping others and mentoring new employees are some of the most obvious citizenship behaviors present in a workplace that creates a culture of OCB across all employees.

Motivational Forces

Many different attributes contribute to the motivation for individuals to continuously act out citizenship behaviors. First, one's personality and personal values play a large role in motivating one to take on extra roles or duties. Secondly, individuals with high promotion focus are motivated to incorporate more OCBs. Thirdly, the organizational culture of a workplace environment can create motivational forces to take on additional tasks. Lastly, individuals work to build the sense of flow into their work life by adding citizenship behaviors.

Personality and Values

Personality and temperament largely contribute to every aspect of one's life. Personality is defined as the "enduring characteristics and behavior that comprise a person's unique adjustment to life, including major traits, interests, drives, values, self-concept, abilities, and emotional patterns" (*APA Dictionary of Psychology*). Temperament is defined as, "the basic foundation of personality, usually assumed to be biologically determined and present early in life, including such characteristics as energy level, emotional responsiveness, demeanor, mood, response tempo, behavioral inhibition, and willingness to explore" (*APA Dictionary of Psychology*). Both temperament and personality are the very foundation that makes an individual unique and explain the defining characteristics of each person.

An individual's value toward volunteering contributes to the likelihood of one's participation in OCBs. The personality trait of agreeableness is commonly associated with volunteerism, as seen through people-pleasing behaviors. "It is evident that volunteerism and OCB share some notable conceptual features in their defining characteristics" (Lavelle, 2010, p. 919). This includes the fundamental inclination to decide to go out of one's way to aid an organization. The helping behaviors that are found in both volunteerism and OCB may stem

from extroverted personalities, as these individuals seek out opportunity to be with others. Volunteering aids in meeting social needs, as helping actions tend to increase how an individual is perceived by those with similar values (Lavelle, 2010). The internal motives of volunteerism in relation to OCB are linked to “value expression, careers, understanding, social, and ego enhancement” (Lavelle, 2010, p. 919). While one’s desire to volunteer is motivated through different means, with different goals in mind, that desire ultimately leads to the contribution of OCBs that benefit an organization through the volunteered tasks.

In addition, prosocial motivation is a large driving factor in certain employees for executing OCBs. “Prosocial motivation is associated with higher personal initiatives, such as OCB, by enabling dedication to a cause, a commitment to people who benefit from one’s efforts, and a willingness to accept and utilize negative feedback” (Shao et al., 2019, p. 6). The personality-driven desire to help others through prosocial motivation contributes to OCB culture across the workplace. These employees are motivated to work through helping behaviors, rather than task performance measurements (Shao et al., 2019). The consistency of these helping behaviors towards one’s coworkers will build social capital across the workplace.

Individuals innately desire a sense of fulfillment within themselves, and most desire continuous growth. This has been shown through Maslow’s hierarchy of needs, which explains human motivation through the fulfillment of basic needs. This begins with physiological needs, then safety needs, love and belongingness needs, esteem, and lastly, the need for self-actualization (Maslow, 1954). This theory stands on the premise that once you fulfill a “level” of basic human needs, you are innately motivated to fulfill the next level; however you are unable to reach one level of the hierarchy without fulfilling all needs below (Maslow, 1954). In a workplace, it is a fair assumption that most individuals have realized physiological, safety, and

belonging needs, and are focused on increasing esteem or self-actualization. To maintain and build self-concept, self-esteem, and self-worth, individuals are motivated to act out behaviors that result in high esteem (Wang et al., 2010). Helping others through organizational citizenship behaviors places the needs and survival of the company in a place of high value (Kadarningsih et al., 2020). The feeling of self-worth provided by completing extra roles builds high regard, as well as increases one's self-concept. After an increase in self-concept and self-esteem from the action of OCBs, individuals are more likely to continue acting out these behaviors and act on inherent motivational forces to increase self-concept (Abdullah & Wider, 2022).

Workplace Environment

Aside from the different personality traits that motivate employees to take on extra roles in the workplace, motivation to engage in OCBs is also seen through individuals with a strong promotion focus. Employees with a desire to be noticed by supervisors as hard-working and contributing to organizational well-being commonly act out OCBs. The foresight of a higher position within a company significantly motivates an individual to prove their worth in the organization, and to secure the promotion at hand. Promotion focus within individuals was found to moderate the relationship between OCB and Positive Affect (Koopman et al., 2016). Positive affect is defined as “the internal feeling state (affect) that occurs when a goal has been attained” (*APA Dictionary of Psychology*). This means that promotion focus and obtaining a promotion is the goal set that contributes to or motivates individuals to act out OCBs. When the promotion is then received, the individual has a higher level of positive affect or a stronger feeling of accomplishment.

Each organization holds a specialized organizational culture established by the company values and the actions and leadership styles of management. That filters down into the function

of daily interactions across all employees. Organizational culture is defined as, “a distinctive pattern of thought and behavior shared by members of the same organization and reflected in their language, values, attitudes, beliefs, and customs” (*APA Dictionary of Psychology*). The workplace norms created on how employees interact with each other and support each other are the basis of an organizational culture. Organizational culture can act as a strong motivational factor, influencing how one conducts daily tasks in the workplace. Employees and potential employees alike believe that it is more desirable to work in an environment where OCB is common (Bolino et al., 2015). OCB is shown to have a positive and statistically significant relationship with organizational collectivism and is negatively related to workplace ostracism (ÜÇÖK & ERBAY, 2022). With a strong social organizational culture that promotes OCB, new employees are motivated to also contribute to the organization. Further, they are more likely to ask each other for help or advice with a certain project.

Flow

The psychological concept of flow is not commonly discussed in the context of the professional world. Flow was proposed as a concept by Mihaly Csikszentmihalyi in his book *Beyond Boredom and Anxiety*, published in 1975. Flow can be explained as, “the state in which people are so involved in an activity that nothing seems to matter; the experience itself is so enjoyable they will do it even at great cost, for the sheer sake of doing it.” (Csikszentmihalyi, 1975, as cited in Abuhamdeh, 2020). Being so engulfed in an activity that you are “in the zone” and continue to seek opportunities to complete this activity. Others refer to flow as “optimal experience” (Abuhamdeh, 2020) where task requirements fully encompass one's skills and interests (*APA Dictionary of Psychology*). For example, boredom lies in a task that requires a high level of skills but does not challenge an individual. Anxiety lies in a task that holds a high

level of challenges for an individual, even with a low level of skill requirements. Apathy lies where there is a low level of skill requirements and low levels of challenge for an individual. Flow is the space where one can complete a task that has high challenges, and the individual has a high level of skills to complete the task. (Abuhamdeh, 2020). The feeling of flow is commonly associated with athletics, musicians in performance, or writers because it is easily observed in these activities. However, each person can experience flow through his or her passions, an activity within his or her job that he/she is excited to take on, or even through a hobby in which he/she looks forward to participating outside of work. These moments where one is completely engulfed in a task, no matter how long or short the moment may be, are peak moments where one experiences flow.

Flow can be an incredibly powerful contributing factor to organizational citizenship behaviors. Individuals will continue to complete specific citizenship behaviors if these tasks provide a sense of flow within the individual. “Work often produces flow, presumably because challenges and skills tend to be high when working” (Csikszentmihalyi, 1997). The more that one’s job aligns with his or her skill set and interests, the more flow that individual will experience in their day-to-day life. The regular incorporation of activities that create flow within one’s life will result in a greater number of rewarding experiences, thus improving quality of life and job satisfaction. (Csikszentmihalyi, 1997). OCB is the means through which employees can incorporate flow into their daily work life, as it combines one’s special interests and work functions. These are two areas where flow is in the highest probability of occurring within an individual (Csikszentmihalyi, 1997). By adding activities that one specifically enjoys into daily job tasks, an employee finds this positive space where gratification and fulfillment within the job duties are maximized.

What Happens When OCB Turns Negative

The desire for consistent moments of flow in one's work-life, as well as all other motivational factors that contribute to an employee's citizenship behaviors, may not always provide the desired results. The positive aspect of OCB can contribute to an individual's belief that they can take on many extra roles. However, there are many drawbacks of taking on too many OCBs that can negatively affect one's work-life. Once an employee takes on too many OCB activities, they may get distracted from their job requirements, begin to fall behind on work, and feel overwhelmed, which could eventually lead to citizenship fatigue and burnout. Each individual has a different threshold of time and resources they can dedicate to extra roles. No set number of tasks defines a point of citizenship fatigue and burnout, rather it is dependent on each employee's circumstances. Without proactively utilizing stress management skills, some employees may feel empty and stressed from additional OCB tasks.

Fatigue

Over time, natural fluctuations occur across an organization in employees' participation in OCB. As work and personal circumstances change over time, one's OCB involvement evolves along with their abilities (Turner & Connelly, 2021). Declines in OCBI have a larger impact and are considered more negative than natural declines in OCBO (Turner & Connelly, 2021). Since OCBI helping behaviors are expressed through individualized support, the decrease of these behaviors affects multiple individuals. The employee receiving help through a coworkers OCBI may experience stress and role overload if the helping behaviors suddenly decline. OCBO is directed towards overall organizational support. These tasks are extremely helpful to the functionality of the organization but are commonly background roles that are less noticeable.

Decline of OCBO tasks has a slower impact than OCBI, because it does not directly affect individual employees.

When there is not enough time to complete the tasks one has taken responsibility for, role overload, citizenship fatigue, and stress build within the individual. All three of these concepts are similar, and often studied together, however they have apparent differences. Role overload is based on the employee's perceptions of the time they have available compared to the amount of work he/she needs to complete. When in a state of role overload, the individual believes that they do not have enough time to complete all expected tasks within their given amount of time, without help from others (Bolino et al., 2015). Stress is the physiological or psychological response to a negative appraisal of an internal or external stressor (*APA Dictionary of Psychology*). As cited in Hobfoll (1989), Lazarus and Folkman (1984) explain stress as, "a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being." This psychological response is more focused on one's perception of their abilities, rather than an actual imbalance in requirements and ability (Hobfoll, 1989). Stress can be related to any type of stressor that appears in one's work or home life, but role overload is strictly related to the ability to complete tasks in the allotted time. Citizenship fatigue is defined as "a state in which feeling worn out, tired, or on edge is attributed to engaging in OCB" (Bolino et al., 2015, p. 57). This is different from burnout, in that burnout is broader. Burnout contributes to a lack of ability to focus on any work, no matter the subject (Bolino et al., 2015). Burnout also presents a decrease in self-efficacy, "in which people feel like they cannot perform their jobs effectively" (Bolino et al., 2015, p.58). Citizenship fatigue is the first warning sign that an employee is approaching a stage of burnout.

Citizenship fatigue specifically focuses on the fatigue of citizenship behaviors, and it commonly appears when one is feeling role overload (Bolino et al., 2015). This fatigue is characterized by the need to delegate tasks to others, because of a sense that the additional tasks will deplete the energy needed for key job requirements. “OCB involves the choice to invest cognitive, emotional, and physical resources in activities that go beyond what is technically required,” (Bolino et al., 2015, p. 57). If a workplace has high levels of citizenship pressure, or understood expectations of citizenship behaviors, an employee’s resources may be drained quickly, enhancing fatigue, and decreasing overall job performance (De Clercq et al., 2019). When consistently investing personal resources in job tasks, without purposeful rest and stress management tactics that re-fill one’s pool of resources, an individual will run out of energy to give to their organization. This is the point where burnout is reached.

Burnout

It is common for researchers to analyze the relationship of burnout leading to decreased OCB among employees. Consider the inverse relationship of how increased OCB may lead to employee burnout. Burnout is defined as, “a state of physical, emotional, and mental exhaustion that results from long-term involvement in work situations that drain the employees emotionally” (Maslach & Jackson, 1981, as cited in, Sesen et al., 2011). Over time, citizenship pressure and citizenship fatigue from OCB in the workplace have the potential to result in burnout.

The three different types of burnout are contingent on an individual’s experiences of how severely they are affected by burnout. As explained by Montero-Marin et al. (2014), Frenetic burnout is characterized by an individual’s tendency to work themselves to a point of extreme exhaustion. Success is typically a high driving factor in this person’s motivational forces, overloading additional tasks. Secondly, under-challenged burnout is due to tedious work, where

an individual has severe boredom from a lack of being challenged or stimulated in their role. The third type of burnout is explained as worn-out burnout. Differently from the frenetic type who overworks when faced with stress, this individual freezes and abandons tasks when they are faced with unmanageable tasks.

The frenetic and worn-out responses of burnout are possible consequences of citizenship fatigue. An individual who has taken on OCBs and has begun to develop citizenship fatigue focused on excess requirements of the additional tasks yet continues to persevere in an attempt to complete all job requirements and citizenship tasks, is likely to develop frenetic burnout. The stubborn determination of this individual leads to relentless pressure to perform at a high level of success that may be unattainable. However, an individual who has developed citizenship fatigue and simply drops the extra tasks without delegation or explanation to others is expressing worn-out behaviors of burnout. By volunteering to take on OCBs, there is an expectation set that these specific roles will be completed. With worn-out burnout, the tasks are not getting done, and no explanation is provided, which may lead to frustration and tension built among coworkers and supervisors. In accordance with citizenship fatigue, both frenetic and worn-out burnout are possible outcomes, most commonly, an individual's personality, level of work dedication, and goals determine which type of burnout will be expressed (Montero-Marin et al., 2014).

Potential Causes for an Individual Acting in too many OCB Activities

Aside from the motivational factors mentioned above that contribute to one's decision to begin OCBs, there are a few possible reasons an individual took on too many OCBs, leading to citizenship fatigue and potentially burnout. If an individual has high levels of agreeableness, they may struggle to turn down opportunities even when they know they do not have the time to complete the tasks. Secondly, individual time management skills may not allow for the ability to complete certain OCBs. Thirdly, role ambiguity could drive an individual to enact many OCBs, leading to role confusion and fatigue. The reasoning behind why employees may take on too many OCBs differs for every individual, however there are overarching themes that affect an individual's decision-making.

The largest factor seen in contributing to the motivation of volunteerism within individuals is found through employees' perceived support of their organization (Lavelle, 2010). Volunteers are motivated to help when a role aligns with their interests, needs, and personal goals (Lavelle, 2010). Perceived organizational support is a leading factor that persuades individuals with high volunteerism values to contribute greatly to the corporate culture, and impacts individuals' actions while working far more than one might expect. Perceived organizational support (POS) is explained as, "an employee's perception that the organization values his or her work contributions and cares about the employee's well-being" (Eisenberger et al., 2016). When organizational support is high, employees enact much higher levels of innovative and creative thinking habits, as well as develop higher levels of volunteerism in choosing to take on organizational citizenship behaviors. However, low POS can contribute to higher levels of citizenship fatigue across employees (Bolino et al., 2015).

POS is a large factor in company culture. High levels of social capital across employees are likely to increase one's perceptions of support from their coworkers. Low organizational support may lead to citizenship pressure and fatigue. OCB does not always result in citizenship fatigue or burnout (Bolino et al., 2015). The distinction between the positive and negative sides of OCB may be due to organizational culture and support, as well as an individual's conservation of resources or stress management practices.

Lastly, role ambiguity is a large potential cause of taking on a large number of OCBs, leading to citizenship fatigue. "Particularly in the context of Socially Responsible Human Resource Management, role ambiguity arises because of unclear boundaries between social and organizational goals" (Shao et al., 2019, p.2) When an employee is confused about specific roles and duties, it is common to enact many citizenship behaviors, as an attempt to create clarity in the employee's position. Employees with high levels of prosocial motivation tend to show higher increases in levels of OCB when there are high levels of role ambiguity (Shao et al., 2019). Overall, when role ambiguity is high, an individual may unknowingly enact many OCBs without completing necessary job tasks, due to the lack of clarity of their position. When the individual's roles are explained clearly, the individual may realize he has committed to a large number of OCBs, causing stress and potentially leading to citizenship fatigue.

Where Do We Find Balance

Organizational Support greatly impacts employees' willingness to participate in OCB, success, and satisfaction in their role. Employees have the opportunity to cultivate support within an organization and build a positive company culture. Organizations can be better at providing organizational support, by allowing room for failure and exploration in innovative tasks or providing some leniency and aid when an employee is behind on his/her work. Leadership sets the tone of if or how employees should support each other to successfully complete their roles. Managers should work to positively engage with their employees to increase overall POS, thus enriching the positive aspects of OCB across involved employees.

Agreeableness as a personality trait can greatly determine an individual's willingness to participate in organizational citizenship behaviors. Agreeableness can be identified through the characteristics of altruism, friendliness, compliance, politeness, and trustworthiness (Vecchione et al., 2018). Individuals with high levels of agreeableness tend to be people-pleasers, to emphasize their support and compliance over the topic at hand. This can translate into the workplace by taking on additional OCBs. Even when one knows he/she does not have the time or resources to take on more citizenship behaviors, a highly agreeable individual commonly agrees to do more work when asked, to please others and support the organization at the expense of his/her well-being (Vecchione et al., 2018). The overwhelming desire to please others may lead to a fault where an individual's time and personal resources are stretched too thin, causing the potential for citizenship fatigue. Therefore, to find balance, individuals high in agreeableness must learn to recognize their capabilities before committing to new tasks.

Conservation of resources theory (COR theory) explains the methods used to manage levels of positive and negative interactions to maintain balance in one's emotional response to a

specific circumstance (De Clercq et al., 2019). Citizenship fatigue occurs when the negative forces of stress, role overload, and citizenship pressures are stronger than the resources available (Bolino et al., 2015). These resources include external aid from coworkers, time allotted for specific tasks, and internal resources, such as energy levels or any other contributing factor. Individuals may utilize COR theory to manage citizenship pressure and prevent citizenship fatigue (De Clercq et al., 2019). Finding balance in OCB is important to benefit oneself and the organization. By anticipating resource losses of citizenship pressure, one may evaluate resource gains of OCB or other positive forces, thus preventing sudden stress and fatigue from a loss.

Balance is difficult to discover because it is dependent on every factor of an individual's life. There is no specific rule that will create a perfect balance of OCB for all employees. Each person must discover for themselves how they desire to manage the different contributing factors of positive reinforcements and negative stressors to prevent citizenship fatigue and burnout. By actively participating in stress management practices, time management skills, and utilizing COR theory to anticipate changes in one's abilities, individuals may build an understanding of the proper levels of participation in OCB for themselves. The ability to manage time throughout each work week in order to complete all necessary tasks is crucial for success. First, one must appraise how much time they will need to complete a specific task, then organize their time spent on each task effectively to ensure all requirements receive the necessary attention to be completed well. If an individual provides themselves with an underestimate of how much time a task will take, they may agree to more OCBs than they are truly able to complete. With proper appraisals of time necessary for each task and consistent time management, one will create balance in their workload. OCB has the potential to bring incredible positive benefits to one's work life, cultivating a routine of flow, and increase in human and social capital.

The most significant detail in finding an individual balance between high benefits and citizenship fatigue is through understanding warning signs of when the extra roles become too much to handle. Noticing a consistency of small stress or role overload, that is manageable, but not ideal, is the first sign to begin delegating certain tasks to others. Delegation and reliance on the support of others may contribute greatly to the prevention of fatigue and burnout. There are many circumstances in which one project may require special attention, decreasing OCB for a short amount of time, however as this becomes a regular occurrence, employees should relinquish those extra responsibilities to provide themselves the resources and time necessary to offer each project the attention it requires.

Conclusion

OCB is an extremely beneficial action to take part in, as long as employees manage their workload properly. Each individual must determine for themselves what they can manage and which level of volunteering they are comfortable with. OCBI greatly increases social capital and directly benefits coworkers, improving the quality of one's relationships in the workplace (Lavelle, 2010). By participating in activities that challenge oneself and utilize a specific skill set, he/she is able to build a practice of flow into daily life, overall improving job satisfaction, personal affect, and overall happiness. Volunteerism under citizenship behaviors can help an employee accomplish goals toward professional development and organizational involvement.

A culture of strict citizenship pressure greatly diminishes the benefits of OCB and builds the potential for citizenship fatigue. Corporate culture and perceived organizational support have a large impact on how an employee responds to OCB. With high levels of POS, individuals are more likely to participate in OCB and develop further skills to prosper from this involvement (Bolino et al., 2015). Low levels of POS as well as high levels of citizenship pressure cultivate an environment where OCB is forced and becomes undesirable. This type of environment builds stress and tension across the workplace, leading to fatigue.

While OCB may provide strong benefits for individuals, it may also provide stress, fatigue, and burnout. Therefore, regularly using stress management skills and building organizational support should help reduce the potential negative consequences associated with OCB. This paper does not attempt to explain a causal relationship between OCB and burnout but rather suggests its possible correlation. Every circumstance involved in a person's life affects their performance, satisfaction, stress, positive affect, or fatigue. Utilizing COR theory will provide a larger understanding of the full picture of an individual's participation in OCB. Each of

these factors contributes to whether an employee will have a positive or negative response from OCB. With so many contributing factors, it is not possible to pinpoint the exact reason why a change in organizational citizenship behavior takes place, only to suggest the commonalities observed through various cross-sectional and longitudinal research studies.

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