## TABLE OF CONTENTS

- 1. Organizational Citizenship Behavior: Introduction and Overview of the Handbook I Philip M. Podsakoff, Scott B. MacKenzie, and Nathan P. Podsakoff 2. The Roots of Organizational Citizenship Behavior 7 Dennis W. Organ 3. The Bigger Picture: How Organizational Citizenship Behaviors Fit Within a Broader Conceptualization of Work Performance 19 Joseph A. Carpini and Sharon K. Parker 4. Organizational Citizenship Behavior and Job Engagement: "You Gotta Keep 'em Separated!" 43 Daniel W. Newton and Jeffery A. LePine 5. Distinguishing Proactivity From Citizenship Behavior: Similarities and Differences 55 Wen-Dong Li, Michael Frese, and Sarah Haidar 6. The Other Side of the Coin?: Similarities and Differences Between Organizational Citizenship Behavior and Counterproductive Work Behavior 69 Reeshad S. Dalal and Nichelle C. Carpenter 7. The Role of a Good Soldier: A Review of Research on Organizational Citizenship Behavior Role Perceptions and Recommendations for the Future Research 91 Nathan P. Podsakoff, Elizabeth W. Morrison, and Tomas M. Martinez 8. Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors 105 Scott B. MacKenzie, Nathan P. Podsakoff, and Philip M. Podsakoff 9. Citizenship Behavior and Objective Career Outcomes: A Review and Agenda for Future Work 149 Diane M. Bergeron, Chantal van Esch, and Phillip S. Thompson 10. Helping That Hurts Intended Beneficiaries: A New Perspective on the Dark Side of Helping Organizational Citizenship Behavior 169 Anna C. Lennard and Linn Van Dyne The Unintended Consequences of Organizational Citizenship Behaviors 11. for Employees, Teams, and Organizations 185 Mark C. Bolino, Anthony C. Klotz, and William H. Turnley 12. Five-Factor Model of Personality Traits and Organizational Citizenship
  - Behavior: Current Research and Future Directions 203 Dan S. Chiaburu, In-Sue Oh, and Sophia V. Marinova

xiii

- 13. Gender and Organizational Citizenship Behavior 221 Tammy D. Allen and Seulki "Rachel" Jang
- What Are the Motives for Employees to Exhibit Citizenship Behavior?: A Review of Prosocial and Instrumental Predictors of Organizational Citizenship Behavior 239 *Tom Bellairs* and *Jonathon Halbesleben*
- 15. Organizational Justice and Organizational Citizenship 255 Russell Cropanzano, Deborah E. Rupp, Meghan A. Thornton-Lugo, and Ruodan Shao
- 16. Organizational Citizenship Behavior and Trust: The Double Reinforcing Spiral 285 Robert Moorman, Holly Brower, and Steven Grover
- 17. Leadership [Is] Organizational Citizenship Behavior: Review of a Self-Evident Link 297 Ronald F. Piccolo, Claudia Buengeler, and Timothy A. Judge
- 18. A Social Network Perspective on Organizational Citizenship Behavior 317 Daniel J. Brass
- 19. The Employee–Organization Relationship and Organizational Citizenship Behavior 331 Jacqueline A-M. Coyle-Shapiro, Marjo-Riitta Diehl, and Chiachi Chang
- 20. Fitting In and Doing Good: A Review of Person–Environment Fit and Organizational Citizenship Behavior Research 353 Amy L. Kristof-Brown, Christina S. Li, and Benjamin Schneider
- 21. Exploring the Relationship Between Job Embeddedness and Organizational Citizenship Behavior 371

Brooks C. Holtom and Tomoki Sekiguchi

- 22. A Cultural Perspective on Organizational Citizenship Behavior 387 P. Christopher Earley and Goran Calic
- 23. Review and Recommended Best Practices for Measuring and Modeling Organizational Citizenship Behavior 401 Christopher C. Rosen, Eric J. Yochum, Liana G. Passantino, Russell E. Johnson, and Chu-Hsiang (Daisy) Chang
- 24. Within-Person Approaches to the Study of Organizational Citizenship Behaviors: Antecedents, Consequences, and Boundary Conditions 417 Brent A. Scott, Fadel K. Matta, and Joel Koopman
- Multilevel Antecedents of Organizational Citizenship Behavior: A Review and Recommendations for Future Research 435 Nathan P. Podsakoff, Philip M. Podsakoff, Scott B. MacKenzie, Timothy D. Maynes, Steven W. Whiting, and Trevor M. Spoelma
- 26. Helping in Organizations: A Review and Directions for Future Research 475 Mark G. Ehrhart
- 27. From Barriers to Drivers: Understanding Different Approaches to Getting Systematic Upward Voice in Organizations 507 Ethan R. Burris, Evan A. Bruno, James R. Detert, and Andrea E. Caldwell
- 28. Rethinking Organizational Citizenship Behavior in Service Organizations: Its Nature and Conceptualization 527 *Anit Somech* and *Anat Drach-Zahavy*
- 29. Implicit Trait Policies About Prosocial Professionalism 543 Stephan J. Motowidlo, Harrison J. Kell, Michelle P. Martin, and Kamalika Ghosh

## 30. Prosocial Behavior in Retirement 559 Ulrike Fasbender, Mo Wang, and Yujie Zhan

31. Research on Organizational Citizenship Behavior: Where Do We Go From Here? 577 Philip M. Podsakoff, Scott B. MacKenzie, and Nathan P. Podsakoff

Index 593

ABSTRCE

This dyanter provides an introduction and overview to the Handbook of Organizational Objectup by data: It begins with a brief discussion of how organizational extremship behavior (OCB) was indicionally defined and then explores the neurons why this concept has gained so much activation in the past three decades. Following this, we provide an overview of the Hondbook Spacifically, the Hondbook is organized into four sections: the history and meaning of organizational extremship behaviors the consequences of OCB, the antecedents of OCB, and moving forward. Finally, we provide a brief description of the contents of the chapters in each of these sections.

Key Words) organizational ottaenship behavior, OCB, entercedents of OCB, consequences of OCB, excru-role behavior

Ine purpose of this *Hendbook* is so provide a boad and interdisciplinary review of state-of-theart research on organizational citizenship behavior (OCB) and related constructs such as contextual prioritimes, prosocial behavior, voice behavior, and protective behavior in the workplace. Chapters will address the conceptualization of OCBs the protections and consequences of this behavior and its methodological and measurement issues that are common when studying OCB. In addition, this book will focus on pushing future scholarship in these and related areas by identifying substantive questions, methods, and issues for future research the overarching goal of this *Handbook* is to offer a inple resource that will inform and inspire scholarship in these and practitioners of the origins of this construct, the current state of research on this topic and potentially reciting avenues for future explotions of such, it is designed to more the needs of a blood spectrum of researchers and advanted independents and graduate students is a variety of designeduate including management, industrial

ind organizational psychology as well as those interested in studying citizenship behavior in a variny of organizational contexts, including marketing, naming, engineering, sports, and education.

## Motivation for the Handback

There are several reasons why we believe a book that summarizes the current wate of research on OCB is needed. Since the OCB concept was the developed and reported in two anticks in the dury 1980s (Bateman & Organ, 1980; 2014). Organ, its Man 1983), the innour of interest pair to (M. Bohn domarically increased. As indicated in Figure 11, of the over 4,900 articles published in Figure 11, of the over 4,900 articles published in the figure tare on OCB and selated conversion from 1983 to 2017, approximately 83% have been published within the past 10 years and over half (51%) have been published in the just the past 5 years (Web of Knowledge, 2018). In addition, some of the most highly cited articles in the field of minagement and Industrial/Organizational psychology have focused on OCB. Therefore, the publication of this Handbook comes as a time when OCB research is