



# THE COSTS OF EXHIBITING ORGANIZATIONAL CITIZENSHIP BEHAVIOR

**STEPHEN DEERY, BRUCE RAYTON, JANET WALSH, AND NICHOLAS KINNIE**

*Organizational citizenship behavior (OCB) has been associated with positive organizational outcomes and with higher managerial ratings of employee performance. However, concerns have been raised about the possible personal costs of performing such activities. This paper examines the relationship between OCB and emotional exhaustion and work-family conflict and explores the moderating role of job performance in shaping those relationships. In a time-lagged field study of customer-contact center employees the research found that one particular dimension of OCB—conscientiousness—was associated with higher emotional exhaustion and with work-family conflict. The study also revealed that conscientious employees who performed their in-role job responsibilities at a high level experienced greater emotional exhaustion and work-family conflict than conscientious employees who performed their in-role job responsibilities at a low level. Our findings suggest that organizational pressures to increase the level at which both discretionary and formal role obligations are performed can carry negative consequences for employees. © 2016 Wiley Periodicals, Inc.*

*Keywords:* emotional exhaustion, organizational citizenship behavior, job performance, work-family conflict

**M**uch of the research on organizational citizenship behavior has focused on its positive outcomes both for individuals and for organizations (Organ, 1988; N. P. Podsakoff, Whiting, Podsakoff, & Blume, 2009). Organizational citizenship behavior (OCB) has been defined as behavior that contributes “to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91). This normally involves actions that exceed formal role obligations and are performed at the discretion of the individual (Bergeron, 2007). OCB has been shown to improve group

and organizational performance (Koys, 2001; P. M. Podsakoff & MacKenzie, 1997) and to influence managers’ decisions on performance ratings, promotion, training, and reward allocations (Allen & Rush, 1998; MacKenzie, Podsakoff & Paine, 1999; Van Dyne & Le Pine, 1998). Indeed, in a meta-analysis of the individual and organizational consequences of OCB, N. P. Podsakoff et al. (2009) concluded that citizenship behavior generally had positive effects for the individuals who exhibited them. This view has not gone unchallenged. A number of studies have recently raised concerns about the possible negative effects of citizenship behaviour. Research by Bolino and Turnley

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(2005) revealed that individual initiative was associated with greater job stress, while studies by Bergeron and her colleagues (2013, 2014) found that citizenship behavior had a negative impact on career advancement and salary increases. This has led to a more general questioning of OCB as a desirable work-related behavior. There is now a concern that employees are facing increasing pressures to engage in OCBs and that accompanying organizationally induced obligations to “go the extra mile” are having negative implications for employee well-being (Bolino, Klotz, Turnley & Harvey, 2013; Vigoda-Gadot, 2006).

However, there are two unanswered questions concerning the possible negative effects of citizenship behavior on employee well-being. First, existing studies have tended to utilize OCB as a unitary

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construct and have not assessed the effects of the various dimensions of citizenship behavior on employee outcomes (Bolino & Turnley, 2005; Bergeron et al., 2013, 2014). Prior research has demonstrated that the dimensions of OCB are not equivalent in terms of their organizational and performance outcomes (P. M. Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Likewise, it is important to understand whether different dimensions of citizenship activity carry similar or different costs to employees. Some forms of OCB require more effort and are more time intensive and onerous than others and, consequently, more likely to drain an individual's psychological and physiological

resources (Bergeron, 2007). Others are less time-consuming and could be expected to have fewer personal drawbacks. Testing for differences in the effects of the various forms of OCB will enable us to assess whether some dimensions pose more downside risks for individuals than others.

Second, little is known about the boundary conditions that may moderate the effects associated with OCB. Employees normally combine extra-role behavior along with their in-role responsibilities (Morrison, 1994). It is possible that employees who engage in high levels of citizenship behavior as well as high levels of task performance may incur greater individual costs than those who combine high levels of OCB with more modest task performance. In the context of fixed time resources a combination of high extra-role behavior and high in-role performance could drain valued resources, deplete energy, and result in detrimental effects for employee well-being

(Edwards & Rothbard, 2000). A better understanding of the effects of the interaction between in-role and extra-role performance is important in the context of claims of escalating citizenship, “job creep,” and the expansion of both discretionary and formal role responsibilities (Van Dyne & Ellis, 2004).

The purpose of this study is to address these two unanswered questions by examining the relationship between Organ's (1988) five-dimension framework of OCB and emotional exhaustion and work-family conflict, and by exploring the moderating effect of in-role job performance on the relationship between the OCB dimensions and those outcomes. Our aim is to provide new insights into the dimensional effects of OCB on employee well-being and the boundary conditions for those effects. The study uses a time-lagged design in which the individual attitudinal data were collected 12 months after the OCB measures. The research was conducted in a customer-contact center in a banking organization in the United Kingdom.

### Theoretical Framework

The study draws on resource-drain theory (Edwards & Rothbard, 2000) to understand why different forms of OCB may carry different individual costs. According to this theory personal resources such as time and energy are finite and resources expended in one domain are not available in another (Valcour, 2007). In the work environment, individuals are often required to undertake a number of roles and tasks. The time, attention, and energy devoted to completing tasks in one work domain will, however, reduce the resources available for tasks in another domain. Resource drain can occur in the face of competing responsibilities and multiple role demands, which can result in stress-related outcomes such as burn-out and work-family conflict (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). In the context of finite resources employees must therefore make decisions about how they allocate their time. Both in-role and extra-role behavior compete for the limited time resources available to employees (Halbesleben, Neveu, Paustian-Underdahl & Westman, 2014). This can reflect itself in a potential trade-off between OCBs and task performance.

Researchers have commonly identified five different types of OCBs: altruism (discretionary behavior that helps another person with an organizationally relevant task), conscientiousness (task-related activities that go beyond the minimum role requirements of the organization), civic virtue (constructive involvement in the life of the organization), courtesy (actions designed

to prevent work-related problems with others), and sportsmanship (tolerating inconveniences and impositions of work without complaining) (Organ, 1988; P. M. Podsakoff et al., 1990; N. P. Podsakoff et al., 2009). There is an understanding that some types of OCBs are more time-intensive than others (Nielsen, Bachrach, Sundstrom & Halfhill, 2012). These OCBs consume more personal resources and represent a potential risk to individuals in terms of strain and work overload (Munyon, Hochwarter, Perrewe & Ferris, 2010).

The OCBs that potentially carry the greatest individual costs are those that place the greatest pressure on employees simultaneously to combine multiple role responsibilities (Beehr, 1995). This would appear to be particularly apparent in the context of outcome-based reward systems where employees are measured on their results (i.e., sales figures, number of customers serviced), and time taken to engage in OCBs could detract from an employee's task activities and hinder role performance in that domain (Bergeron, 2007). OCBs that divert employees from in-role responsibilities could therefore be seen as especially costly in circumstances where performance is assessed and rewarded in terms of objective outputs (Bolino et al., 2013; Nielsen et al., 2012).

## Hypotheses

A willingness to be a good citizen and engage in extra-role behavior can involve an additional investment in effort and energy at work. A determination to meet both job demands and citizenship behavior may, however, drain an individual's resources and have negative outcomes for employees including higher levels of emotional strain (Chang, Johnson & Yang, 2007; Halbesleben, Harvey, & Bolino, 2009). Some types of OCBs are likely to consume more resources than others. Altruistic behaviors such as helping colleagues with challenging tasks can add to personal workloads, take time away from completing core task demands, and deplete resources available for meeting out-of-work family responsibilities (Marinova, Moon, & Van Dyne, 2010). Similarly, conscientious behavior that goes beyond the call of duty in terms of attendance, taking work breaks, and upholding organizational rules can involve possible problems of work overload. Findings indicate that employees who go beyond minimum role requirements by, for example, coming into work early or staying at work late are more likely to report higher job stress and greater work-life conflict (Bolino & Turnley, 2005). In contrast, a number of the other forms of OCB are considerably less time-consuming. Civic virtue, involving such activities as keeping abreast of larger

organizational issues, courteous behavior toward others, and being a good sportsman by remaining positive in the face of small adversities do not imply the use of finite time resources and can be performed easily in conjunction with other task-related activities (Bergeron, 2007). Indeed, as a form of OCB, sportsmanship is said to divert no time from task work (Nielsen et al., 2012).

Competing pressures to perform both in-role and extra-role activities can lead to emotional exhaustion, a form of burnout that is characterized by feelings of tiredness and fatigue (Moore, 2000). Meeting demands in one domain can make it difficult to meet demands in the other (Edwards & Rothbard, 2000). The attempt by employees to fulfill their responsibilities as job-holders as well as good citizens can consume emotional resources and sap physical or mental energy (Lee & Ashforth, 1996).

In this context we would therefore expect that employees who engaged actively in more time-consuming OCBs would be more likely to experience higher levels of emotional exhaustion. On the other hand, employees who engaged in OCBs that involved lower "time costs" and could be performed alongside normal work tasks would be expected to experience lower levels of emotional exhaustion. Thus:

*Hypothesis 1: OCB dimensions that are more time-consuming (altruism, conscientiousness) will have a stronger positive relationship with emotional exhaustion than OCB dimensions that are less time-consuming (civic virtue, courtesy, sportsmanship).*

Where the activities of an individual extend beyond their prescribed job duties it can carry consequences for roles outside work (Frone, Russell, & Cooper, 1992). Employees who expend effort on extra-role behaviors may find that they have less time and energy to fulfill their personal or family obligations. Work-family conflict can occur when the demands associated with work are incompatible with the demands faced in the nonwork domain (Allen, Herst, Bruck, & Sutton, 2000). Job stressors including work overload and excessive time demands have been associated with work-family conflict (Michel et al., 2011).

Pressures encountered in the work environment can drain an individual's limited resources and reduce their ability to attend to their role responsibilities in the family domain (Grandey &

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*The OCBs that potentially carry the greatest individual costs are those that place the greatest pressure on employees simultaneously to combine multiple role responsibilities.*

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Cropanzano, 1999). Both work and family domains share finite resources, and time devoted to the requirements of one domain consumes time needed to meet the requirements of the other (Johnson & Allen, 2013). We would therefore expect that employees who are engaged in high levels of time-consuming OCBs (altruism and conscientiousness) will have more limited resources to devote to personal and family/life issues and consequently will experience work-family conflict (Byron, 2005). In contrast, employees who exhibit less time-consuming extra-role behaviors such as being courteous or demonstrating good sportsmanship will have more resources available to fulfill their family roles and obligations and will experience lower levels of work interference with family.

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Employees who fulfill their in-role job obligations to a high standard and who also contribute to the organization in time-consuming citizenship behaviors could be expected to experience emotional exhaustion and work-family conflict.

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*Hypothesis 2: OCB dimensions that are more time-consuming (altruism, conscientiousness) will have a stronger positive relationship with work-family conflict than OCB dimensions that are less time-consuming (civic virtue, courtesy, sportsmanship).*

Having outlined two possible relationships between OCB and employee well-being, we now turn to the boundary conditions that may moderate those relationships. Because employees combine both in-role and extra-role activities in a working day, we assess how in-role performance moderates the relationship between OCB and emotional exhaustion and work-family conflict. It was noted earlier that multiple task demands can result in competing claims for the same units of time that are available during a

working day (Nielsen et al., 2012). When output-based reward systems are used to evaluate performance, the competition for resources will be at its most intense (Bergeron, 2007). Time constraints make it difficult for employees to combine a significant investment in extra-role activities with high and sustained task performance without becoming psychologically overtaxed (Schaufeli & Bakker, 2004). High levels of task performance have been associated with increased levels of work overload (Brown & Benson, 2005) and with perceptions of heavier workloads (Spector, Dwyer, & Jex, 1988). Simultaneously attending to different role demands has been linked with role strain and psychological stress (Williams & Alliger, 1994).

Employees who fulfill their in-role job obligations to a high standard and who also contribute

to the organization in time-consuming citizenship behaviors could be expected to experience emotional exhaustion and work-family conflict (Frone et al., 1992; Halbesleben & Buckley, 2004). Combining the collective demands of high task performance with discretionary contributions to individuals (e.g., assisting coworkers with heavy workloads) or to the organization (e.g., going beyond the normal role requirements of the organization in the area of attendance such as coming in early or staying late to finish work) can drain an individual's emotional resources and result in feelings of tiredness and fatigue (Moore, 2000). They can also divert time and energy from family responsibilities, thereby reducing the ability of individuals to meet demands in that domain. Thus, we expect that job performance will moderate the relationship between time-consuming OCBs and emotional exhaustion and work-family conflict such that high-performing employees who are engaged in time-consuming OCBs will experience greater emotional exhaustion and work-family conflict than low-performing employees who are engaged in time-consuming OCBs.

*Hypothesis 3: The positive relationship between the time-consuming OCB dimensions and (a) emotional exhaustion and (b) work-family conflict is moderated by task performance such that the relationships are stronger when in-role performance is higher.*

## Method

### *Research Setting and Sample*

The research was conducted in a telephone customer-contact center in a banking organization in the United Kingdom. The employees responded to specific enquiries from customers and services including the opening of new accounts and the sale of savings, investment, insurance, and mortgage products. Employees were organized into teams of up to 12 members who were supervised by a team leader. The team leader was responsible for ensuring the smooth functioning of the team by monitoring the quality of the calls and the throughput of sales and by identifying any development needs of team members. Staff performance was assessed principally on the value of sales generated by the individual agent and on the service quality of their calls.

Data were gathered from surveys distributed to supervisors (for the measures of OCB) and customer service agents (for the control variables and measures of emotional exhaustion and work-family conflict). We also utilized company records

(for in-role job performance). In the first stage of the project (Time 1: November 2009) surveys were distributed to the department's 434 customer service employees. The employees were provided with a questionnaire, an information sheet, and a postage-paid return envelope. They were asked to supply their payroll number for the purposes of matching. The survey instructions stressed that the survey was voluntary and confidential. At the same time (Time 1: November 2009) supervisors were provided with a questionnaire for each subordinate and asked to supply the name and payroll number of the employee and to rate their OCB. Matched supervisor OCB ratings and employee demographic data supplied by employees were obtained for 396 customer service agents. Service agents were then matched to their job performance data obtained from company records for the three-month period January to March 2010. A total of 303 individuals were successfully matched.

In the second stage of the project (Time 2: November 2010) a survey was carried out of all 472 customer service agents in the workplace (it should be noted that there was an expansion in the number of staff employed over the survey period). In the same way as in the initial survey the employees were provided with a questionnaire, an information sheet, and a postage-paid return envelope and were asked to supply their payroll number. A total of 286 completed surveys were returned. After matching the supervisors' OCB ratings both to the performance evaluations and to the employee attitude surveys and accounting for missing data in the study's key variables the final sample consisted of 79 respondents. This provided a fully matched data set for both the predictor and criterion variables. We tested for differences between the final sample ( $N = 79$ ) and the total population ( $N = 396$ ) and found no significant differences with regard to age ( $t = 1.510, p > .05$ ), sex ( $\chi^2(1) = .046, p > .05$ ), part-time ( $\chi^2(1) = .364, p > .05$ ), or tenure ( $t = .640, p > .05$ ). Women made up 68 percent of the final sample; 39 percent worked part-time; the average age of the respondents was 33.19 years ( $SD = 11.37$ ), and the tenure was 3.9 years ( $SD = 3.8$ ). We used a time-lagged design to collect our data. The OCB and performance data were collected prior to the measurement of emotional exhaustion and work-family conflict in order to assess their impact on the dependent variables.

### Measures

All items in the questionnaire, with the exception of the demographic characteristics, and job performance were measured on a 5-point Likert-type scale (5 = strongly agree, 1 = strongly disagree).

Time 1: *Organizational Citizenship Behavior* was measured by the 25-item scale developed by P. M. Podsakoff, MacKenzie, Moorman, & Fetter (1990), which uses the five dimensions identified by Organ (1988): altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Sample items for each construct domain include altruism ("This employee helps others who have heavy workloads"); conscientiousness ("This employee's attendance at work is above the norm"); sportsmanship ("This employee consumes a lot of time complaining about trivial matters"); courtesy ("This employee tries to avoid creating problems for coworkers"); civic virtue ("This employee attends meetings that are not mandatory but are considered important"). *Job performance* was measured on a 5-point scale (5 = exceptional performance, 1 = unacceptable performance) and was obtained from organizational records. Employees were assessed on a composite of sales performance, service quality, and adherence to regulatory standards pertaining to financial services.

Time 2: *Emotional exhaustion* was a five item measure from Wharton (1993) and included "I feel emotionally drained from my work" and "I feel used up at the end of the work day." *Work-family conflict* was a five-item scale from Netemeyer, Boles, and McMurrian (1996) and included items such as "The demands of my work interfere with my home and family/personal life" and "The amount of time my job takes up makes it difficult to fulfill family/personal responsibilities."

In our analysis, we controlled for the effects of five demographic variables—age, sex, number of children, tenure, and part-time employment status—as well as negative affectivity. These controls were measured at Time 1. Previous research findings indicate that these variables are likely to be associated with emotional exhaustion (Halbesleben & Buckley, 2004; Lee & Ashforth, 1996) and with work-family conflict (Byron, 2005; Michel et al., 2011). The control variables were measured as: age (in years), sex (female = 1, male = 0), part-time status (part-time = 1, full-time = 0), number of children (count), and tenure (years of service with the organization). *Negative affectivity* was a three-item scale adapted from Agho, Mueller, and Price (1992) and measured the degree to which an individual held a negative disposition toward life and work ("Minor setbacks sometimes irritate me too much").

### Results

The descriptive statistics, along with the correlations and reliability coefficients, are reported in Table I.

TABLE I Descriptive Statistics and Zero-Order Correlations<sup>a</sup>

Variables	Items	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Emotional exhaustion	5	2.84	1.03	(.94)													
2. Work-family conflict	5	2.42	.99	.66	(.94)												
3. Job performance	1	3.96	.81	-.00	-.02	—											
4. OCB: altruism	5	3.81	.65	.08	-.05	.43	(.87)										
5. OCB: conscientiousness	6	3.99	.77	-.01	-.05	.51	.50	(.85)									
6. OCB: sportsmanship	5	3.77	.88	-.30	-.23	.28	.18	.53	(.88)								
7. OCB: courtesy	4	3.99	.69	-.23	-.31	.27	.35	.63	.67	(.88)							
8. OCB: civic virtue	4	3.66	.62	.03	-.01	.34	.64	.40	.20	.29	(.76)						
9. Negative affect	3	3.02	.98	.44	.32	-.09	-.18	-.26	-.27	-.22	-.23	(.79)					
10. Age	1	33.19	11.37	.26	.02	.20	.11	.21	-.04	.11	.05	.05	—				
11. Female	1	.68	.47	-.07	-.28	-.03	.05	.14	.09	.14	-.01	.08	.19	—			
12. Part-time	1	.39	.49	-.13	-.29	.01	-.06	.09	-.02	.08	-.22	.01	.30	.27	—		
13. Number of children	1	.72	.97	-.10	-.28	.05	.12	.23	.16	.20	.01	-.04	.48	.40	.63	—	
14. Tenure	1	3.85	3.82	.27	-.04	.13	-.02	.02	-.03	.02	-.10	.27	.53	.17	.28	.34	—

<sup>a</sup>*n* = 79; reliabilities are reported along the diagonal. Correlations above [.22] are significant at *p* < .05, two-tailed test.

TABLE II Results of Regression Analysis for Interaction Effects<sup>a</sup>

Variable	Emotional Exhaustion		Work-Family Conflict	
	Model 1	Model 2	Model 1	Model 2
<i>Variables</i>				
Age	.02 (.01)*	.03 (.01)*	.02 (.01)	.02 (.01)
Female	-.21 (.23)	-.19 (.21)	-.50 (.23)*	-.49 (.22)*
Tenure	.04 (.03)	.05 (.03)	-.03 (.03)	-.01 (.03)
Number of children	-.15 (.15)	-.17 (.14)	-.10 (.15)	-.12 (.15)
Part-time status	-.27 (.27)	-.36 (.25)	-.39 (.27)	-.46 (.26)
Negative affect	.43 (.11)**	.37 (.10)**	.37 (.11)**	.32 (.11)**
OCB: altruism	.23 (.21)	.23 (.19)	-.03 (.21)	-.02 (.20)
OCB: conscientiousness	.45 (.19)*	.57 (.18)**	.49 (.20)*	.60 (.19)**
OCB: sportsmanship	-.17 (.16)	-.08 (.15)	-.01 (.16)	.06 (.16)
OCB: courtesy	-.37 (.21)	-.40 (.20)	-.56 (.22)*	-.58 (.21)**
OCB: civic	.04 (.21)	-.08 (.20)	.02 (.22)	-.08 (.14)
Job performance	-.21 (.15)	-.14 (.14)	-.12 (.15)	-.06 (.14)
<i>Interaction</i>		.52 (.15)**		.44 (.16)**
OCB: conscientiousness x job performance				
<i>F</i>	4.26**	5.49**	3.38**	4.02**
$\Delta F$	4.26**	11.83**	3.38**	7.64**
<i>R</i> <sup>2</sup>	.44	.52	.38	.45
$\Delta R^2$	.44	.09	.38	.07
Adjusted <i>R</i> <sup>2</sup>	.33	.43	.27	.34

<sup>a</sup>*n* = 79; unstandardized regression coefficients are reported; standard errors in parentheses.

\**p* < .05; \*\**p* < .01 (two-tailed test).

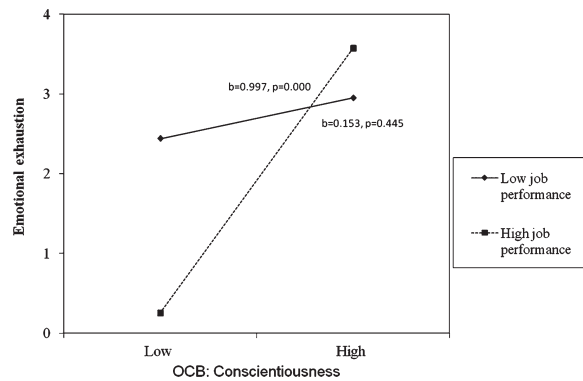
A confirmatory factor analysis (CFA) using scale items was conducted to assess the overall fit for the measurement model. The analysis showed an acceptable fit for the hypothesized five-factor model:  $\chi^2$  (242) = 981.25, *p* < .001; comparative fit index (CFI) = .86; root mean square error of approximation (RMSEA) = .09. The five-factor model provided a better fit to the data than the one-factor model ( $\chi^2$  (252) = 2584.66, *p* < .001) and the difference in the fit of the two models was statistically significant:  $\Delta\chi^2$  (10) = 1603.41, *p* < .001.

Multiple regression analysis was undertaken to identify the relationships between the OCBs and emotional exhaustion and work-family conflict. As shown in Table II, conscientiousness had a positive association with both emotional exhaustion (*b* = .45, *p* < .05) and work-family conflict (*b* = .49, *p* < .05) while courtesy was negatively related to work-family conflict (*b* = -.56, *p* < .05). None of the other dimensions of OCB were significant. These results were partially consistent with Hypothesis 1 and Hypothesis 2 in that we expected that those OCB dimensions that were more time-consuming (altruism and conscientiousness) would have a stronger relationship with

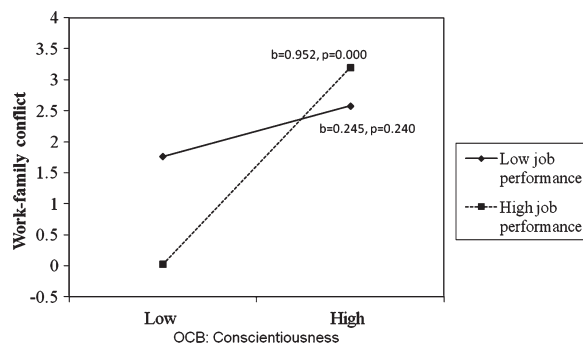
emotional exhaustion and work-family conflict than those OCB dimensions that were less time-consuming (civic virtue, courtesy, sportsmanship). In Table II we also present the results of the moderation tests predicted in Hypothesis 3. We found some support for the hypothesis: high in-role job performance moderated the relationship between one OCB dimension—conscientiousness—and emotional exhaustion (*b* = .52, *p* < .01) and work-family conflict (*b* = .44, *p* < .01). The interaction terms were significant and also accounted for a significant increase in *R*<sup>2</sup> in each model. We graphed the interactions following the procedures outlined by Aiken and West (1991). Simple slope analysis showed that conscientiousness was positively related to emotional exhaustion (*b* = .997, *p* = .000) and to work-family conflict (*b* = .952, *p* = .000) when in-role performance was high but not when it was low (see Figures 1 and 2).

## Discussion

The extant research has revealed a number of possible costs of OCB (Bergeron et al., 2013, 2014; Bolino & Turnley, 2005). It has not, however, identified whether different dimensions of OCB carry different costs for employees or investigated the



**FIGURE 1.** Moderation of the Relationship between OCB: Conscientiousness and Emotional Exhaustion by Job Performance



**FIGURE 2.** Moderation of the Relationship between OCB: Conscientiousness and Work-Family Conflict by Job Performance

boundary conditions under which OCB is more or less likely to affect employee outcomes. We found that the OCB dimension of conscientiousness was positively associated with emotional exhaustion and with work-family conflict. Moreover, a combination of high citizenship behavior—in the form of conscientiousness—and high in-role job performance carried distinct negative outcomes for employee well-being in terms of significantly higher emotional exhaustion and work-family conflict.

The research offers several contributions to the literature and to the debate on the negative consequences of extra-role behavior. First, the research identified conscientiousness as a potential cost to employees when working in an outcome-based reward system. Where individuals are held accountable for their results, and where time is a fixed commodity, personal decisions to go beyond the call of duty in terms of attendance and taking work breaks can carry negative consequences. Conscientious workers have been noted for their dependability, self-discipline and hard work, and their willingness to go beyond the minimum role requirements for the organization

(Organ, 1988). They are also said to make a greater investment in both their work and family roles and to be motivated to exert considerable effort in both activities (not wanting to “let people down”), thus increasing work-family conflict and leaving them with little resource reserve (Witt & Carlson, 2006). Contrary to expectations, altruistic behaviors were not associated with negative outcomes. This could be due to the nature of the jobs in our research site. Tasks in the call center were independent of each other, compensation was based on individual sales, and there was no requirement for teamwork or cooperative effort with peers. Research findings suggest that organizational settings with individualistic compensation systems and independent work activities do not encourage acts of altruism and effortful helping behavior (P. M. Podsakoff et al., 2000; Wagner & Rush, 2000).

The second contribution of the research lies in a better understanding of the boundary conditions under which OCB is more or less likely to affect individual employee outcomes. A combination of high in-role job performance with a high level of OCB conscientiousness was associated with significantly higher emotional exhaustion and work-family conflict. Concerns have been raised about organizational pressures on employees not only to be “good soldiers” and to “go the extra mile” but also to demonstrate high levels of in-role performance (Bolino, Valcea, & Harvey, 2010; Van Dyne & Ellis, 2004). Our study shows that a possible overfulfillment of organizational contributions can lead to emotional exhaustion and work-family conflict (Allen et al., 2000). Managers are prone to delegate more tasks and responsibilities to conscientious employees, and in the face of those delegated responsibilities conscientious employees are likely to try to maintain consistently high levels of output (P. M. Podsakoff & MacKenzie, 1997; P. M. Podsakoff et al., 2000). The consequences, however, may be job-related stress and less time for family responsibilities.

This study has several strengths. First, data were collected from multiple sources in order to avoid problems of common method variance and single-source bias. Second, data were collected at different points in time, which allowed firmer inferences to be drawn about the directionality of the relationships (Finkel, 1995). The study also has limitations. First, the relatively small sample size reduced the power of our analysis, and as a result our findings should be interpreted with some caution. Second, although the CFA results indicate that the data fit the hypothesized model better than alternative models, the fit indices for the hypothesized model are marginal.



There are a number of avenues for future research. First, our study was conducted in a sales-focused organization with an outcome-based reward system. Future research should extend our analysis to organizational settings with reward systems that use more subjective means of appraising staff and assess behavioral contributions (or inputs) as well as objective outcomes. These types of arrangements could be expected to affect the resource allocation decisions of employees as time spent on OCBs is not time taken away from formally recognized and rewarded activities. Second, the study used a specific five-dimensional OCB scale identified by Organ (1988) and developed by P. M. Podsakoff et al. (1990). It is possible that different conceptualizations of OCB, such as Williams and Anderson's (1991) two-dimensional scale, may have different consequences depending on the target or direction of the behavior (individual versus organization). Additional research utilizing different conceptions of OCB would also help to broaden our understanding of the potential costs of citizenship behavior.

## Conclusion

Employee behavior that goes above and beyond the call of duty is desirable from an organizational perspective because it enhances performance. For

individuals it is also associated with better supervisory appraisals and higher reward recommendations. However, OCB can carry personal costs. This would seem to be most evident where citizenship behaviors are time-consuming. These types of behavior can compete with other job-related activities for an individual's time and resources and potentially lead to a loss in employee well-being. Our study revealed in particular the difficulty of performing multiple roles at a high level. Combining high levels of conscientiousness with high levels of task performance was associated with clearly identifiable negative outcomes. In this context it is evident that organizations must be aware of the consequences of employees enacting multiple roles and seeking to fulfill their extra-role and in-role obligations at the highest level. The collective demands of both required and discretionary work can carry potential costs for employees in circumstances where citizenship behaviors are both time-intensive and involve a potential trade-off with task performance.

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