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### **1. Rational**

The Nigerian tourism industry is facing fierce competition and sanctions by the global society. The increase arrival of African tourists and the expansion of international hotel chains require staffs diligence and sacrifice. Workers attitudes and performance are key factors toward achieving business objectives. Therein, managers need to encourage positive work attitudes beyond daily work routines among employees to enhance work performance. Assisting customers, extra-role behaviors and cooperation with other workers is also known as organizational citizenship behavior (OCB). In my opinion, people working at hotels are the best case, because they have more interaction with diverse customer demographics e.g. gamblers, tourist, academicians, diplomats and so on. Perhaps, hotel employees should display more OCB in their work station.

Because researchers like (Chiang & Hsieh, 2012; Antonakis et al., 2010) stated that OCB is one of the major high job performance indicators. Hence, cooperation among colleagues results to higher level of job staff satisfaction. It may also improve organizational performance by reducing the need to devote valuable resources to purely maintenance functions. Research also shows that it is negatively related to intention to leave the organization, hence if one is not willing to leave his/her organization, then the tendency that they will work hard in order to protect the resources at hand. Perhaps, the degree of higher job satisfaction should be expected. Helping behavior consistently had a positive impact on performance, such attitudes may enhance the stability of organizational performance; and thus helps in coordinating the activities of work groups.

Prior scholars treated OCB as positive element which mitigates workplace deviant behavior, but that's not true. Notwithstanding, when an employee tries to help fellow employee on their task, given limited resources, they tend to deplete their available resources, since resources directed towards one activity cannot be directed elsewhere simultaneously. This may reduce their job performance and energy which results to work-family conflict. For example, Bolino et al. (2012) relate OCB to job stress, work-family conflict and role overload. Similarly, Nielsen et al. (2012) asserted that higher level of OCB's is related to reduce autonomy among employees in the same unit. Thus, this may result to lower job satisfaction, performance, self-esteem and signals lack of competence (Berry, 2012); which affects the employee's psychological confidence as oppose to the initial positive purpose of OCB. Hence, in my opinion there is need to prove that OCB has negative outcomes.

### **Aims and Objectives**

Most researchers claimed that OCB can only produce positive job outcomes. However, OCB can also produce negative job outcomes. Therein, I suggest that there is a need to fill this gap and create theoretical framework, which will aid future organization behavior studies. With this in my mind, the goals here are three fold.

- To discuss the theoretical work that supports the positive outcome of OCB.
- To identify and clarify why OCB may result to negative job outcomes.
- To leverage the fact that the same behavior can have different outcomes depending on the personality, work atmosphere and organizational culture.

## **2. Literature review**

### **Organizational citizenship behaviors (OCB)**

OCB refers to the actions of workers who performance above and beyond organizational expectations (Lambert et al., 2013), it is a personal choice made by the workers. OCB is a multi-dimensional construct, consisting of OCB directed to individuals (OCBI) and OCB directed to the organization (OCBO) as suggested by (Martínez & Tindale, 2015). OCBI is aimed at helping individuals within the organization; while OCBO is aimed at doing anything from feedbacks, punctuality to organizational improvements, which in turn benefits the organization as a whole. Lambert et al. (2013) also added that OCBO is when an employee does whatever it takes to ensure that organizational policies are strictly followed or go extra miles to help the organization achieve its goals. Greater social ties among employees lead to reciprocity, if workplace friendship is positive, workers tend to be more willing to assist fellow employee (Hui et al., 2014). Again, when workers feel that the firm values their contribution and cares for their well-being, they develop a reciprocal mentality and take the initiative to bring up constructive ideas that help the organization move forward (Lin, 2010).

### **OCBI and Job Satisfaction**

Shetach and Marcus (2015) noted that job satisfaction (JS) is an individual's overall emotional orientation toward his or her work. JS is a vital indicator for evaluating employee well-being as well as other organizational success (Shetach & Marcus, 2015). Further, Huang et al. (2012) influential work noted that JS has a negative relationship with turnover intention and a positive relationship with OCBI. In addition, friendships among staff members are positively related to JS (Lai et al., 2013). When friendship exist in the workplace, employee actions that surpass their job description will increase, perhaps employee proactive behavior beyond their job responsibilities will increase and thus higher level of job satisfaction will be experienced, since actions are voluntarily and are related to intrinsic motivations. Absence of leaders' hindrance stress

and the presence of higher team interactions and responsibilities is negatively related to exhaustion, withdrawal behaviors, and disengagement. Perhaps, it a complement of OCBI and higher level of job satisfaction is expected.

The extant literature shows that OCBI is positively related to job satisfaction. However my arguments are grounded on the facts that individuals' resource pools are limited, resources directed towards one activity cannot be simultaneously directed elsewhere (Bolino et al., 2010). Hence, the employee in question is left with fewer resources to complete his/her own task and as well as limited energy to utilize in their personal activities, Therefore this may result to negative personal outcomes like workload, stress work-family conflict (e.g. Cheeseman Dial et al., 2010; Kelley 2011; Bolino et al., 2012). High level of workload or stress decrease job satisfaction and the overall well-being of an employee (Chen et al., 2013).

In addition, decreased employee resources would lead to decreased in employee-organization fit due to tension, increased negative affectivity, hindrances and burden (Reynolds et al., 2015). Decreased employee-organization negatively affects job satisfaction. Perhaps it is possible that negative consequences for the organization may arise from employees' OCBs e.g. lower job satisfaction, poorer employee development and socialization, and increased subordination (Ellington et al., 2014). OCBI's that are not aligned with or acknowledged by one's supervisor may result in only effort or resource loss (Reynolds et al., 2015), leading to reduced supervisors support or disapproval. Hence, the employee may be more likely to experience negative outcomes as a result. Thus, the following hypothesis was proposed:

*H1: OCBI is negatively related to Job Satisfaction*

### **OCBI and Job performance**

Previous researchers have identified various mechanisms by which OCBI might influence job performance. For instance, when employees voluntarily help new coworkers learn work processes, the new coworkers become better employees faster, which in turn benefits the work group as a whole. Therefore, OCBI has the potential to enhance coworker (Zheng et al., 2012). Accordingly, Chiang & Hsieh (2012) stated that OCBI positively influenced employee job performance, because increased cooperation among employees may change the overall state of mind and social atmosphere of the organization.

Hindrance stress from coworker reduces one's motivation, in the absence of motivation; effort, energy, and self-regulation are lost which in turn affects job performance. Whereas OCBI is just the opposite, thereby cooperation among employees increases psychological empowerment and social acceptance. Hence, employees tend to have less doubt about themselves and their work, which in turn enhance job performance. Therefore, OCBI may enhance the overall employee job performance and productivity (Tsai, & Wu, 2010) of an organization.

The extant literature shows that OCBI is positively related to job performance. However my arguments are grounded on the facts that OCBI negatively influenced career outcomes such as salary increases and advancement speed as suggested by (Bergeron et al., 2013). Consistent with the arguments in this study (De Stobbeleir et al., 2010; Nielsen et al., 2012) noted that OCBI negatively impacts team performance when teams have low levels of task interdependence than when it is high. In addition OCBI, decreased perceptions of control/ autonomy, time loss for both employees due to unnecessary coordination activities.

Reynolds et al. (2015) added that a coworker may react negatively to another's efforts to help if the effort is perceived as being unneeded or unhelpful. Beehr et al. (2010) study demonstrated a collateral support, in the sense that help delivered through OCBI's threatens

employees' self-esteem and positive self-concept, presumably by signaling that others view them as incompetent or at fault for their own problems. This may result to increased instability, uncoordinated efforts, insubordination and reduced performance as suggested by (Reynolds et al., 2015). Thus, the following hypothesis was proposed:

*H2: OCBI is negatively related to Job performance*

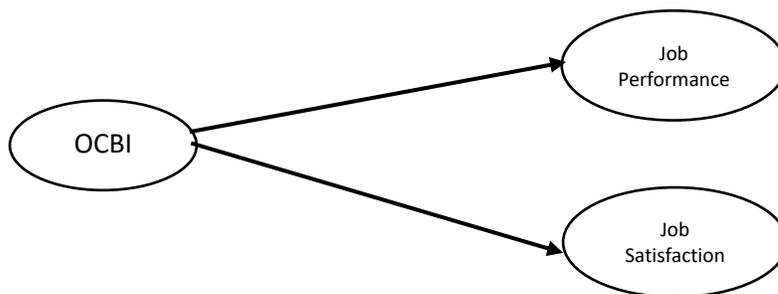


Figure 1: Conceptual Model

## **Discussion**

The framework in Figure 1 highlights an interesting issue for future research. The proposed model presents a partial view of the OCBI, although it is valid, but also ignores a good bit of the complexity of employee behaviors that deals with continuous social interaction. We recommend that organizational behavior researchers should look beyond existing employee attitude and behavior literature, to harvest more industrial development. The pay-off now is in empirical research, as such we encourage researchers to test the proposed model empirically. Moreover, longitudinal evidence is needed to enhance our understanding on how the OCBI can cause havoc instead of benefits for organizations.

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