

RESEARCH ARTICLE

Organizational citizenship behavior in civil society workplaces

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Abstract

Organizational citizenship behavior is argued to be particularly important to civil society organizations (Akhtar, Hakeem, & Naeem, 2017). However, organizational citizenship behavior needs further theoretically driven research in the civil society sector, which is the overarching aim of this study which compared two competing models of organizational citizenship behavior within the New Zealand's civil society sector: Organ (1988) and Williams and Anderson (1991) models. Participants were $N = 442$ employees from 217 civil society organizations in New Zealand. Confirmatory factor analysis tested these two competing measurement models of organizational citizenship behavior. Results suggested employees of civil society organizations tended to perform citizenship behavior in accordance with Organ (1988) structured five-factor model, independent of their organization. Results are discussed, with a focus on why employees working in New Zealand's civil society sector seem to be more likely to perform Organ (1988) model of organizational citizenship behavior, and practical implications presented.

KEYWORDS

civil society sector, confirmatory factor analysis, non-governmental organizations, not for profit organizations, organizational citizenship behaviour

Practitioner Points**What is currently known about organizational citizenship behaviour**

- Organizational citizenship behaviour (OCB) is a developing area of research in the civil society context and is attracting increasing attention of both scholars and practitioners.
- There are two main theories of OCB, with corresponding models of OCB, and there is limited work directly comparing them.

What this paper adds to this

- This paper provides a detailed comparison of the differences between the two main theories of OCB before comparing both models and determining which model is the best fit in the civil society sector in New Zealand.

The implications of this study's findings for practitioners

- Practitioners should focus interventions that are designed to increase the performance of OCB at the individual.

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- There is a need to develop a deep understanding of employees as individuals so that specific interventions can be developed, rather than using more general team building exercises.

1 | INTRODUCTION AND CRITICAL LITERATURE REVIEW

Organizational Citizenship Behavior implies “to go above and beyond, for other people, at work”. This concept of organizational citizenship behavior (OCB) was first suggested by Smith et al. (1983). Organ (1988) defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p. 4). More broadly, OCBs are behaviors, which are not prescribed by an organization, but are desired (Schnake, 1991).

OCBs have been investigated across a range of organizational settings (Ackfeldt & Coote, 2005; Moreno, 2015; Netemeyer et al., 1997; Nonnis et al., 2020), cultural contexts (Bommer et al., 2007; Jurewicz, 2004; Maroofi, 2016; Ngongvorlath, 2019; Rego et al., 2010; Riyanto & Hapsari, 2020), and employee levels (Armstrong & Qi, 2020; Gunnesch-Luca & Moser, 2020; Vigoda-Gadot et al., 2007). Most of this research has been conducted in the private, for-profit, sector, for example, in early career sales staff (MacKenzie et al., 1991) in manufacturing supervisors and employees (Armstrong & Qi, 2020). This body of research suggests that in the private sector, employees are prepared to do more than is expected of them, and more than what they are paid to do, at work.

OCBs are distinct from other forms of emergent extra-role behaviors such as discretionary service behaviors, which can be viewed as pertinent, and specific, responses to complex and dynamic work environments (Nguyen et al., 2017). A salient difference between OCB and discretionary service behavior is the more focused responsiveness of discretionary service behaviors. Discretionary service behaviors are most often discussed in relation to service organizations, where front-line staff are providing a direct service to customers (Blancero & Johnson, 2001; Siami et al., 2022; Simons et al., 2018). OCBs are more holistic in nature, where employees act in both a reactive manner as well as proactively, and can be directed toward more than just customers (Organ, 1988).

In the not for profit sector helping others is often the core of the job, rendering organizational citizenship central not peripheral. At the same time however, even though a job description may specify helping others as a fundamental work activity, there may remain an inherent potential for going beyond the bare minimum, in the formal job description, to help others. In the civil society sector, OCB remains under-researched and consequently more empirical evidence is needed to determine their contribution to this unique environment (Akhtar et al., 2017).

A growing group of civil society organizations are commonly identified as: non-profit organizations (Tennant et al., 2006), the voluntary sector (Moulvi, 2014), the third sector (Aimers & Walker, 2016), the social economy (Kim et al., 2020), non-governmental organizations

(Pimthong, 2016), the charitable sector (Reddy et al., 2013), and civil society organizations (Clayton et al., 2000). No clear single label or term is used to describe the non-profit sector and therefore terminology referring to organizations and fields within the sector tend to be used interchangeably. For the purposes of the current study, the inclusive label civil society organization (s; CSO) is used to denote any organization that operates outside the purview of the state, and in a non-profit context can thus be viewed as a civil society organization (Clayton et al., 2000).

The overarching aim of this article is to provide psychological insights into OCBs in the civil society sector. To do this, the current article will explore the underlying structural dimensionality of OCB through the lens of civil society organizations using confirmatory factor analysis.

2 | ORGANIZATIONAL CITIZENSHIP BEHAVIOR THEORIES

Two main theories of OCB are prominent within the research literature and are displayed in Figure 1; Model A displays Organ's (1988) model of OCB, and Model B presents Williams and Anderson's (1991) model as refined by LePine et al. (2002) and Hoffman et al. (2007). These two competing models have led to different streams of research with minimal direct comparisons (de Geus et al., 2020; Hoffman et al., 2007; LePine et al., 2002).

In Figure 1, the first of Organ's (1988) five sub-facets of OCB is altruism. Altruism usually refers to the willingness to do things that

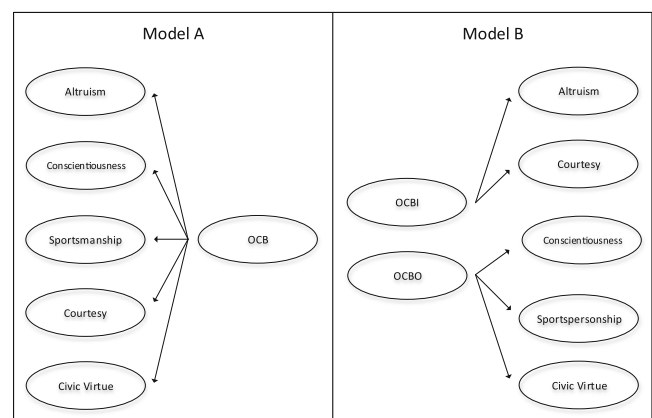


FIGURE 1 Competing Measurement Models of Organizational Citizenship Behavior to be tested in the Civil Society Sector. Model A was Developed by Organ (1988) and Model B was developed by LePine et al. (2002) and Hoffman et al. (2007) who refined the Work of L. J. Williams and Anderson (1991). Source: OCB, Organizational Citizenship Behavior; OCBI, Organizational Citizenship Behavior-Individual; OCBO, Organizational Citizenship Behavior-Organizational.

give advantages to other people even if it disadvantages yourself, without any expectation of return (Niall & Jonathan, 2007). Conscientiousness is popularly defined as being meticulous, careful, and conforming to the dictates of conscience (Merriam-Webster, n.d.-a). For OCB, conscientiousness means performing work-related behaviors beyond the minimum required levels (Organ, 1988).

Sportspersonship (originally coined Sportsmanship by Organ, 1988) suggests employees maintaining a positive attitude when things do not go their way at work and having a willingness to sacrifice their own interests to aid organizational success (Organ, 1988). An example of Sportspersonship is when an employee takes on a struggling colleague's work load, on top of their own. The employee would do so without regard for the potential negative consequences for their own role performance.

Courtesy usually refers to behaviors that are courteous and respectful in nature (Merriam-Webster, n.d.-b). In an OCB context, Organ (1988) views courteous behaviors as behaviors aimed at preventing work-related problems with other people from occurring. Employees of civil society organizations can have lived experiences of the issues they are trying to help others with, and this lived experience is increasingly being recognized as critical to civil society organizations (Chapman et al., 2020). In the civil society sector, an example of an employee exhibiting Organ's (1988) courteous behavior is being mindful of treating colleagues such as those with lived experiences of issues with respect and protecting their rights. Therefore, the inclusion of Organ's (1988) courtesy sub-facet in the current study's model of OCB is apt.

Civic virtue is defined as the character of a good citizen, entailing dispositions that show one is a good participant in a political community (Lovett, 2015). Organ (1988) presented civic virtue as behaviors that display that an employee is actively and responsibly involved with, and concerned about, the life of the organization.

Empirical research to assess the structure of Organ's (1988) five sub-faceted model suggest that there was a good fit between the five-factor model of OCB and data collected across the for-profit and not for profit sectors (Konovsky & Organ, 1996; Podsakoff et al., 1990). In both studies, regardless of sector, confirmatory factor analysis found that all items used to measure the five sub-facets of OCB loaded significantly on their intended dimensions. There was also a good fit between Organ's (1988) five-factor model of OCB (seen in Model A Figure 1) and the data from both studies' samples. Thus, there was consistent support in the early literature on OCB, bridging for-profit and civil society, for Organ's (1988) five-factor conceptualization, including both private (Podsakoff et al., 1990) and public service (Konovsky & Organ, 1996) sectors.

However, Williams and Anderson (1991) counter-hypothesized that OCB does not have any sub-facets, and that it might be reduced not into one latent factor but instead into two main facets or factors which are essentially unrelated. Using exploratory factor analysis, Williams and Anderson (1991) found two distinct OCB factors (OCB-Individual [OCBI] and OCB-Organizational [OCBO]), not one. Williams and Anderson (1991) also reported a correlation of $r = 0.43$ between these two latent constructs (OCBI and OCBO). This correlation is only

moderate, but it suggests that the relationship between the two OCB constructs was not as clear cut as it first seemed.

A critique of Williams and Anderson's (1991) model of OCB is that it was based on an outdated theoretical model of Organ's (1988) OCB and further development was needed to accurately compare the two models of OCB (Hoffman et al., 2007; LePine et al., 2002). In addressing this criticism, LePine et al. (2002) and Hoffman et al. (2007) found that there was limited practical difference between OCBI and OCBO. Using random effects meta-analysis, LePine et al. (2002) noted that OCBI and OCBO did not have significantly different relationships with predictor variables, for example, satisfaction, commitment, and leader support. Using confirmatory factor analysis, Hoffman et al. (2007) found a strong correlation ($r = 0.98$) between OCBI and OCBO. This is a far stronger relationship than what was found by Williams and Anderson's (1991) earlier work. The results of both LePine et al. (2002) and Hoffman et al.'s (2007) meta-analyses imply that there is no empirical distinction between OCBI and OCBO (Model B Figure 1).

The work of both LePine et al. (2002) and Hoffman et al. (2007) suggest that a latent model of OCB as shown in Model A (Figure 1) may offer the best foundation for further research. However, the results of the two meta-analyses begs a question around differences in OCBs between the private, for-profit sector, and the civil society sector. To clarify the issue of the most apt model of OCB, this study will test what model of OCB best fits the civil society sector in New Zealand and thus this study's research question is:

Which measurement model of organizational citizenship behavior, either Model A or Model B, provides the best model fit in New Zealand's civil society sector?

3 | METHODOLOGY

3.1 | Participants

Participants were 442 individuals in paid employment (either part or full-time) from 217 unique civil society organizations and were comprised of 95 males, 344 females, 2 "other" responses and one missing a response. The mean age was 44.61 years ($SD = 12.79$), the mean organizational tenure was 5.45 years ($SD = 5.94$), and the mean sector tenure was 9.86 years ($SD = 8.73$). The number of participants per organization ranged from 148 organizations that each provided one participant, through to one organization that provided 44 participants. The mean number of participants per organization was 2.03 ($SD = 3.53$).

3.2 | Procedures

Ethical approval for this research was gained from the Massey University Human Ethics Committee: Northern (application number NOR 18/38). All participants had to read this study's information sheet and an implied consent statement before being able to complete this study's questionnaire. The questionnaire was delivered and managed using the Qualtrics Online Survey Software package.

3.3 | Measures

3.3.1 | Organizational citizenship behavior

Podsakoff et al.'s (1990) OCB scale was used to assess the OCB of the participants taking part in this study (MacKenzie et al., 1991; Podsakoff & Mackenzie, 1994). The 24 items used in the scale measure the five dimensions of OCB as outlined by Organ (1988): Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportspersonship. Responses will be provided across a 7-point Likert scale, with the anchors of “1 = Strongly Disagree” and “7 = Strongly Agree”.

Previous research using the OCB Scale has found acceptable levels of validity and reliability (MacKenzie et al., 1991; Podsakoff et al., 1990; Podsakoff & Mackenzie, 1994). Podsakoff et al. (1990) reported Cronbach's Alpha values for the subscales of $\alpha = 0.83$ (Altruism), $\alpha = 0.80$ (courtesy), $\alpha = 0.84$ (Conscientiousness), $\alpha = 0.84$ (Civic Virtue), and $\alpha = 0.72$ (Sportspersonship).

Podsakoff et al. (1990) found significant factor loadings for all of the items used to assess the five OCB factors, with loadings ranging from 0.76 to 1.64. Podsakoff et al. (1990) also reported a TLI value of 0.94 and a chi-square result of $\chi^2(235) = 790.88, p < 0.001$. An example item used in this questionnaire is “Obey company rules and regulations even when no one is watching”.

3.3.2 | Organizational citizenship behavior – Individual and organizational

Based on the meta-analysis performed by Hoffman et al. (2007), OCBI and OCBO will be assessed by the five subscales of Organ's (1988) OCB model (Altruism, Courtesy, Civic Virtue, Conscientiousness, and Sportspersonship). Using Podsakoff et al.'s (1990) OCB scale (the same scale as used for OCB), OCBI will be measured by the Altruism and Courtesy subscales, and OCBO will be assessed by the Sportspersonship, Contentiousness, and Civic Virtue subscales (Gilbert et al., 2010; Hoffman et al., 2007; LePine et al., 2002).

In a study of 889 Canadian healthcare workers, Gilbert et al. (2010) reported a Cronbach's Alpha value for OCBI of $\alpha = 0.81$ and $\alpha = 0.77$ for OCBO.

4 | ANALYSES

Data were analyzed using IBM SPSS Statistics for Windows, Version 27 (IBM Corp., 2020), Mplus version 8.3 (Muthén & Muthén, 1998-2017), and IBM SPSS AMOS Version 27 (Arbuckle, 2020; IBM Corp., 2020).

Descriptive statistics were calculated (means, standard deviations, kurtosis, skewness and correlations) for the overall and subscale scores of OCB, OCBI, and OCBO. Internal consistency analyses were conducted on all scales.

4.1 | Assessment of non-independence: ICC

The criteria used for placing the OCB data into groups was the New Zealand Standard Classification of Non-Profit Organizations (NZSCNPO), which draws on the International Classification of Non-Profit Organizations (ICNPO) (Statistics NZ, 2006; United Nations, 2003, 2018). The NZSCNPO and the ICNPO divide the non-profit sector up into 12 major activity categories ranging from “Culture, sport and recreation” to “Business and professional associations, unions.”

The intra-class correlation coefficient (ICC) was used to estimate the amount of non-independence in the data (Florin et al., 1990; Kenny et al., 2002). Two forms of the intra-class correlation coefficient were used: the ICC (1) which assessed the amount of variation in group members scores that could be credited to group membership, and the ICC (2) which let the researcher evaluate if the group means were reliably different (Bliese, 2000; Bliese et al., 2019; Chen et al., 2005).

4.2 | Between group differences: Intra-class correlation coefficient

A one-way between subjects ANOVA was performed, providing the between group mean square and the within group mean square (Bliese & Halverson, 1998; Kenny et al., 2002; Klein & Kozlowski, 2000b). The group mean square and the within group mean square are used in Bartko (Bartko, 1966) formula for ICC (1), along with Haggard (Haggard, 1958) formula to calculate N_G to account for the differences in group sizes (Blalock, 1972; Bliese & Halverson, 1998; Klein & Kozlowski, 2000b). The ICC (2) estimate was calculated following the guidance of Bartko (1976), Klein and Kozlowski (2000b), and Shrout and Fleiss (1979). To aid interpretation of the ICC, F tests were performed, following the guidance of Bartko (1966) and Kenny et al. (2002).

4.3 | Confirmatory factor analysis

Byrne (2016), Kline (2011), and Mueller and Hancock (2008) recommend that for best practice model testing, in areas of theoretical ambiguity, researchers should test plausible competing models. Confirmatory factory analyses were conducted to test the two measurement models for OCB (Figure 1: Model A: OCB, Model B: OCBI and OCBO) to determine if items loaded onto their intended constructs (OCB, OCBI and OCBO) (Hair et al., 2014).

4.3.1 | Fit indices and model fit

The comparative-fit-index (CFI; Bentler, 1990), Tucker-Lewis index (TLI; Tucker & Lewis, 1973), chi-square test (χ^2 ; Pearson, 1900), and the root mean squared error of approximation (RMSEA; J. H. Steiger, 1990) were used to assess model-data fit. The following rules of thumb were considered when evaluating model fit (Kline, 2011):

adequate fit is indicated when CFI and TLI exceed 0.90 (Bentler, 1990; Bentler & Bonett, 1980), the χ^2 is non-significant (Kline, 2011), and the RMSEA is lower than 0.08 (J. Steiger, 1989), and mediocre fit is shown by RMSEA values between 0.08 to 0.10 (MacCallum et al., 1996). To aid the assessment of the fit of the measurement instruments, fit indices from the confirmatory factor analysis for each measure were compared with published fit indices for the same measures.

5 | RESULTS

5.1 | Descriptive statistics

The descriptive statistics for overall and subscale scores for OCB, OCBI, and OCBO are presented in Table 1 (including skewness, kurtosis, standard error, and reliability statistics).

Internal consistency analyses were conducted on all scales. All measures have demonstrated satisfactory reliability coefficients and therefore no decisions on item inclusion needed to be made (as seen in Table 2). All reliability estimates exceeded Nunnally and Bernstein (Nunnally & Bernstein, 1994) criterion of 0.70 and ranged from $\alpha = 0.78$ to $\alpha = 0.91$.

Table 2 displays the Pearson product-moment correlation coefficients for each of the variables in this study. All correlations were statistically significant and range from very weak to strong in strength (0.30 to 0.93) in a positive direction.

5.2 | Assessment of non-independence: ICC

In this study's OCB data (both subscales and OCB itself), the 12 groups based on the New Zealand Standard Classification of Non-Profit Organizations (NZSCNPO) and the International Classification of Non-Profit Organizations (ICNPO) ranged in size from 12 participants to 47 participants (Statistics NZ, 2006; United Nations, 2003, 2018). These groups formed the basis of the investigation into non-independence and within group's agreement in the OCB data.

In Table 3 the intraclass correlations, F ratios, and p values for the overall OCB scale, as well as each of the subscales (Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue) are presented.

As seen in Table 3, the OCB scale has a very small non-significant negative ICC (1) $r = -0.001$, $F(381,11) = 1.03$, $p = 0.94$ and suggests that individuals in each group are as similar to each other as they are to individuals in the other groups. This interpretation is supported by the non-significant F test, which can be interpreted as evidence of no higher level constructs in the OCB data (Chen et al., 2005; Florin et al., 1990).

As presented in Table 3, all the ICC (1) values are very small and close to zero (ICC [1] = $-0.001 - 0.02$), with none of the ICC (1) results being significant at the 0.05 level. The ICC (2) value for the OCB scale is -0.03 . This small negative ICC (2) value suggests that the mean levels of OCB cannot reliably be used to differentiate between groups. This conclusion is supported by the ICC (2) scores for the subscales OCB ($-0.80-0.42$), as well as by the ICC (2) values for OCBI and OCBO (-0.13 and 0.32 ; Bartko, 1976; Bliese, 2000; Shrout & Fleiss, 1979). All the ICC (2) values sit below the suggested threshold of 0.70 (Klein & Kozlowski, 2000a).

5.3 | Confirmatory factor analysis

Figure 2 displays the results of the second-order confirmatory factor analysis for Podsakoff, MacKenzie, Moorman, and Fetter (Podsakoff et al., 1990) OCB scale. Of interest are the factor loadings between OCB and the five subscales (Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue). All factor loadings are significant and vary between 0.44 (OCB and Sportsmanship) to 0.87 (OCB and Conscientiousness).

Table 4 displays the fit statistics for the second-order confirmatory factor analysis of OCB, along with mean fit statistics from ten studies that also used Podsakoff, MacKenzie, Moorman, and Fetter (Podsakoff et al., 1990) OCBscale.

The results for the second-order confirmatory factor analysis for OCBI are highlighted in Figure 3. All factor loadings and estimates are significant ($p < 0.001$). The factor loadings are 0.63 and 0.49

TABLE 1 Sample size and descriptive statistics for the models of organizational citizenship behavior and subscales.

	N	M	SD	Skew	SE	Kurtosis	SE	α
Organizational citizenship behavior	441	5.93	0.70	-2.43	0.12	11.58	0.23	0.91
Organizational citizenship behavior-Individual	441	5.97	0.81	-2.23	0.12	9.72	0.23	0.87
Organizational citizenship behavior-Organizational	441	5.90	0.76	-1.82	0.12	6.89	0.23	0.86
Altruism	440	5.80	1.02	-1.35	0.12	2.80	0.23	0.82
Conscientiousness	441	5.89	0.89	-1.67	0.12	5.23	0.23	0.80
Sportsmanship	432	5.97	1.00	-1.39	0.12	2.47	0.23	0.78
Courtesy	435	6.09	0.87	-2.40	0.12	9.85	0.23	0.81
Civic virtue	426	5.97	0.91	-1.96	0.12	6.63	0.24	0.81

TABLE 2 Bivariate correlation matrix between all of this Study's target variables.

	1	2	3	4	5	6	7
Organizational citizenship Behavior							
Organizational citizenship Behavior–Individual	0.88*						
Organizational citizenship Behavior–Organizational	0.93*	0.63*					
Altruism	0.74*	0.90*	0.50*				
Conscientiousness	0.84*	0.60*	0.88*	0.49*			
Sportspersonship	0.56*	0.30*	0.68*	0.19*	0.40*		
Courtesy	0.75*	0.81*	0.58*	0.48*	0.53*	0.30*	
Civic virtue	0.80*	0.65*	0.79*	0.50*	0.59*	0.27*	0.61*

Note: *Correlation is significant at the 0.01 level (2-tailed).

TABLE 3 Assessing Non-independence: One-way Analysis of Variance and Intraclass Correlation Coefficients for Organizational Citizenship Behavior (OCB), Organizational Citizenship Behavior – Individual (OCBI), Organizational Citizenship Behavior – Organizational (OCBO) and Subscales.

	Source	SS	Df	MS	F	Sig.	ICC (1)	N _G	ICC (2)	N
OCB	Between groups	5.36	11	0.49	1.03 ^a	0.94 ^b	−0.001	32.77	−0.03	403
	Within groups	195.95	391	0.50						
	Total	201.31	402							
OCBI	Between groups	5.80	11	0.53	1.13 ^b	1.12 ^b	−0.003	35.46	−0.13	436
	Within groups	253.61	424	0.60						
	Total	259.42	435							
OCBO	Between groups	9.16	11	0.83	0.88	0.13	0.014	34.78	0.32	427
	Within groups	230.05	415	0.55						
	Total	239.21	426							
Altruism	Between groups	10.49	11	0.95	1.11 ^a	1.08 ^b	−0.003	34.70	−0.11	427
	Within groups	438.67	415	1.06						
	Total	449.16	426							
Conscientiousness	Between groups	4.80	11	0.44	1.80 ^a	1.73 ^b	−0.013	34.28	−0.80	419
	Within groups	320.65	409	0.78						
	Total	325.44	420							
Sportspersonship	Between groups	18.18	11	1.65	1.73	0.07	0.021	34.43	0.42	423
	Within groups	393.73	411	0.96						
	Total	411.91	422							
Courtesy	Between groups	5.71	11	0.52	1.42 ^a	1.47 ^b	−0.009	34.13	−0.42	419
	Within groups	300.75	407	0.74						
	Total	306.46	418							
Civic virtue	Between groups	10.16	11	0.92	1.11	0.35	0.003	34.27	0.10	421
	Within groups	339.54	409	0.83						
	Total	349.69	420							

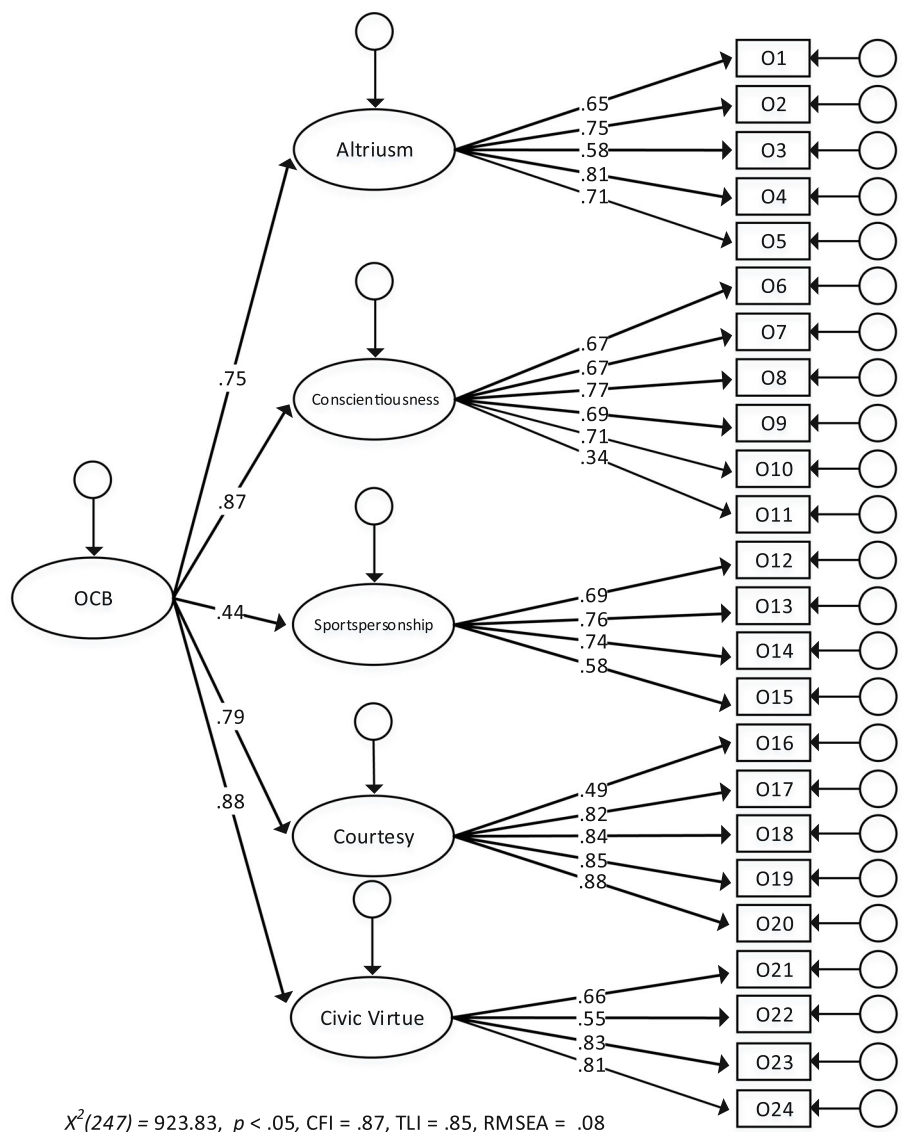
^aReversed *F* test equation due to negative ICC (1).

^bSignificance value has been doubled due to two-tailed nature of ANOVA for negative ICC (1).

between OCBI and the Altruism and Courtesy subscales ($p < 0.001$). The fit statistics for the second-order confirmatory factor analysis for OCBI are $\chi^2(735) = 345.45$, $p < 0.05$, CFI = 0.87, TLI = 0.87, and RMSEA = 0.14, 90% CI (0.13–0.16).

The results of the second-order confirmatory factor analysis for OCBO are shown in Figure 4. All estimates for OCBO are significant ($p < 0.001$), apart from the residual variance for Conscientiousness. The standardized factor loading between OCBO and

FIGURE 2 Standardized factor loadings and fit indices for the second-order confirmatory factor analysis of the organizational citizenship behavior (OCB) Scale.



Note. All factor loadings are significant at the .001 level.

TABLE 4 Fit indices for the organizational citizenship behavior (OCB) second-order confirmatory factor analysis and mean reported fit indices using the organizational citizenship behavior scale.

	χ^2			90% CI around RMSEA			CFI	TLI
	Estimate	Df	Sig.	Lower	Estimate	Upper		
OCB Second Order	923.83	247	0.000	0.07	0.08	0.08	0.87	0.85
Comparison OCB Fit Estimates ^b	428.25 ^a	146.85			0.19		0.93	0.88

^aNot all studies reported the significance of the χ^2 test. Of those that did, all χ^2 statistics were significant at the $p < 0.05$ level.

^b10 studies reported fit indices that were used to calculate the means for the χ^2 , RMSEA, CFI, and TLI.

Conscientiousness is 0.99 ($SE = 0.07$), between OCBO and Sportspersonship it is 0.43 ($SE = 0.06$), and between OCBO and Civic Virtue it is 0.73 ($SE = 0.06$). For the second-order confirmatory factor analysis of OCBO the fit statistics are $\chi^2(74) = 430.13, p < 0.05, CFI = 0.85, TLI = 0.81$, and $RMSEA = 0.10$ 90% CI (0.10–0.12).

6 | DISCUSSION

There were two key findings found in the results of the current study. The first is that there was no evidence of a grouping or aggregation effect in the current study's OCB data. The second key finding is that

Organ's (1988) five sub-facet based conceptualization of OCB is the best fit to data from New Zealand's civil society sector.

in this study's review of the literature included an evaluation of the non-independence of their OCB data.

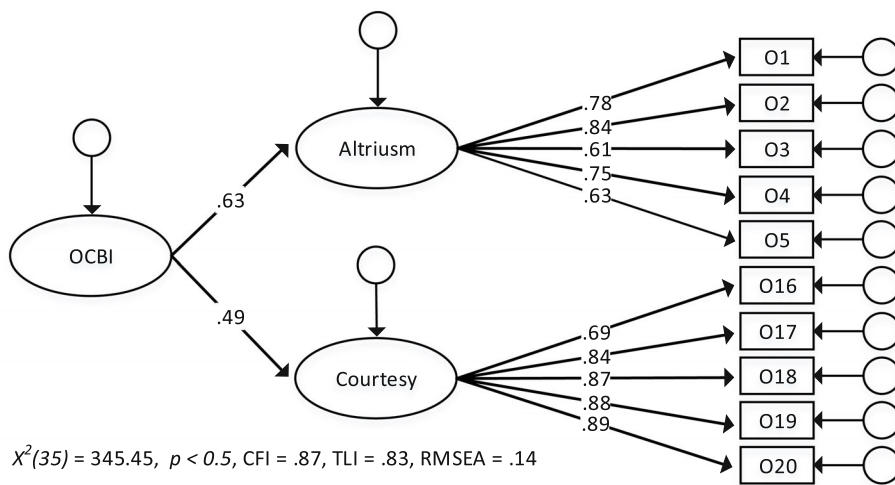
6.1 | Non-independence of organizational citizenship behavior

The first part of exploring the structural dimensionality of OCB started as a methodological approach to assess the non-independence of this study's OCB data. However, whilst evaluating the non-independence of this study's OCB data, the authors became aware that this process was moving beyond being a purely methodological issue. Assessing potential aggregation in the OCB data had the potential to contribute to the OCB literature. None of the studies included

6.2 | Key finding 1: Non-independence Of organizational citizenship behavior

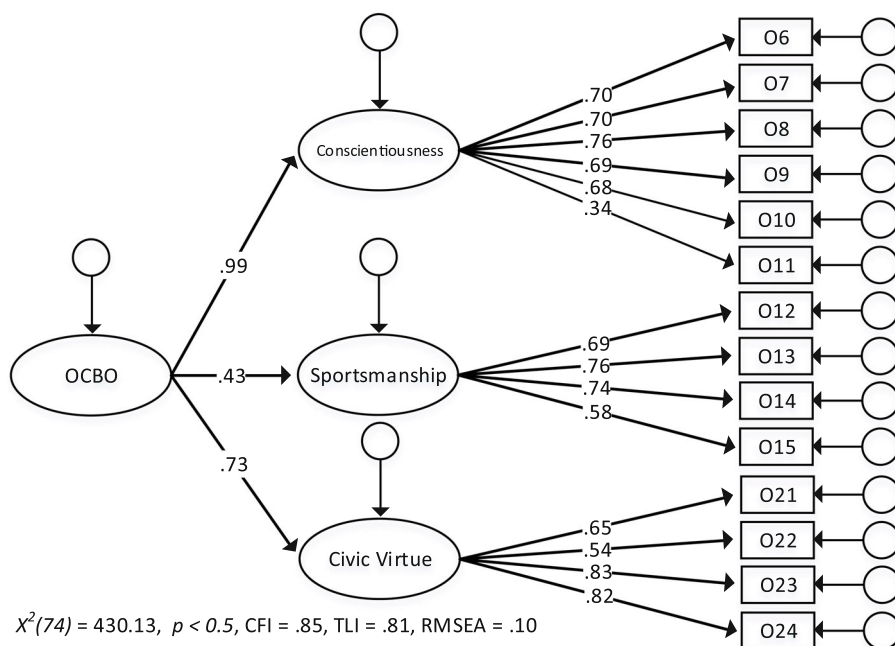
This study's evaluation of the non-independence results suggests that there is no evidence of an aggregate multi-level construct in the OCB data drawn from New Zealand's civil society sector.

The civil society sector is widely acknowledged as being a relatively unique environment (McDermott et al., 2013). This uniqueness centers around the level of investment an employee feels toward the civil society organization they work for and its mission. This unique



Note. All factor loadings are significant at the .001 level.

FIGURE 3 Standardized factor loadings and fit indices for the second-order confirmatory factor analysis results of organizational citizenship behavior – individual.



Note. All factor loadings are significant at the .001 level.

FIGURE 4 Standardized factor loadings and fit indices for the second-order confirmatory factor analysis of organizational citizenship behavior – organizational (OCBO).

connection between an employee and civil society organizations may be having a strong impact on the performance of OCB. Rather than people being influenced by their work teams or the organizations they work for, they are influenced by the sector they work in. The influence of the sector suggests that in New Zealand's civil society sector, irrespective of which civil society organization someone works for; they perform OCB in a consistent manner with their peers.

It appears that in New Zealand's civil society sector, employees in one team, or organization, view OCB in a similar way to employees from different workplace teams or even totally different organizations. The lack of evidence of any aggregation effect in OCB in the New Zealand civil society sector suggests that employees across the sector approach the performance of OCB in a similar manner. It does not matter who they work for, it is more likely that the type of person who is drawn to work in the civil society sector influences the performance of OCB. As highlighted in the review of the literature, there are unique motivations for people wanting to work in the civil society sector. There are also issues that people wishing to work in the civil society sector have to be able to ignore, such as a lack of job security (Pimthong, 2016). These unique motivations and issues seem to be sector-wide, suggesting that they are reasonably consistent across the entire civil society sector in New Zealand. This consistency across the motivations and contexts in the civil society sector results in similar approaches to the performance of OCB, across both work teams and organizations.

The results of the assessment of the non-independence of OCB, OCBI, and OCBO at the overall and subscale level, suggest there is no evidence of aggregation in the OCB data drawn from New Zealand's civil society sector. Across the 12 groups of civil society organizations, there is no meaningful difference in the performance of OCB between individuals. Each person working in New Zealand's civil society sector seems to perform OCB in a similar way to other employees in the sector. It does not seem to matter what area the organization focuses on or who the organizations are trying to help, employees across organizations perform a similar form of OCB. There appears to be an emergent consensus in New Zealand's civil society sector about performing behaviors that go above and beyond formal role requirements to benefit the organization, colleagues, and clients.

The lack of evidence of aggregation in the OCB data drawn from New Zealand's civil society sector supports the theoretical argument made by Organ (1988): that individuals perform OCB. The current study has found evidence that employees perform citizenship behaviors as individuals. The organization they work for and the area in which they operate do not seem to influence individuals working in New Zealand's civil society sector's OCB. Based on the results of assessing the non-independence and within-groups agreement, OCB does not appear to be performed differently in each of the groups of participants in the current study.

6.3 | The model of organizational citizenship behavior performed in New Zealand's civil society sector

The second aspect to exploring the structural dimensionality of this study's OCB data was performing a series of confirmatory factor

analyses to test the two measurement models of OCB presented in the review of the literature. An issue raised in the literature review of the current study was that there is no clear consensus around the best measurement model of OCB to use in the civil society sector. The results of the current study's confirmatory factor analysis of the two competing measurement models, has addressed the lack of research into potentially the most apt model of OCB in New Zealand's civil society sector.

6.4 | Key finding 2: The model of organizational citizenship behavior in New Zealand's civil society sector

This study's second key finding is that Organ's (1988) OCB is performed in New Zealand's civil society sector, rather than Williams and Anderson's (1991) two-factor conceptualization. This conclusion was supported by the fit indices, reliability statistics, correlations between the latent variables, and standardized factor loadings found in results section of the current study. This closes the gap identified in the literature review, allowing the researcher to make a recommendation that ongoing research in New Zealand's civil society sector should focus on Organ's (1988) OCB.

The current study's position is that Organ's (1988) measurement model of OCB (presented in Figure 1) is the best model to capture all facets of OCB in New Zealand's civil society sector. When compared to the for-profit sector, employees of civil society organizations have a higher than usual level of belief in both their own role, and what their organization is trying to achieve (Hoffmann, 2006; McDermott et al., 2013). Based on this heightened sense of belief in the organizational mission, it seems reasonable that employees of civil society organizations will not differentiate between the targets of their citizenship behavior. Therefore, an employee of a civil society organization could be more likely to perform discretionary behaviors that are beneficial to colleagues, clients, and their own organization.

In the current study, the two competing models of OCB were assessed, firstly by evaluating model fit. The OCB fit statistics compare favorably to what has been found in past research (as seen in Table 4). Arguably, the fit indices suggest that Organ's (1988) OCB is the best conceptualization for these types of behaviors in New Zealand's civil society sector. Therefore, Organ's (1988) model of OCB provides an empirical starting point for further research into OCB in the civil society sector.

The current study found minimal empirical distinctions between individual (OCBI) and organizational (OCBO) focused OCB in data drawn from New Zealand's civil society sector. There was a moderately strong relationship between individual (OCBI) and organizational (OCBO) focused OCB, which is similar to what was originally found by Williams and Anderson (1991). The presence of a moderately strong relationship makes it difficult to argue that OCBI and OCBO are separate constructs, at least in New Zealand's civil society sector. People working in the sector are performing positive behaviors outside their job descriptions. However, they appear to focus their help where

needed; rather than by purposefully differentiating between what, or who, needs their help. Thus, OCB should be viewed, in New Zealand's civil society sector, as Organ (1988) theorized: a latent construct indicated by five sub-facets.

Organ's (1988) measurement model of OCB has stronger psychometric evidence when looking at the factor loadings in the confirmatory factor analysis results of the current study. The factor loadings for Organ's (1988) model of OCB are stronger than those for Williams and Anderson's (1991) two-factor model of OCB. The stronger factor loadings suggest that when employees of civil society organizations in New Zealand perform citizenship behaviors, the actual behavior itself is more general in nature. The employee appears to be focused on going above and beyond by helping, they may not be specifically trying to help an individual over their organization, or vice versa. Therefore, in New Zealand's civil society sector, the five sub-facets of Altruism, Conscientiousness, Courtesy, Sportspersonship, and Civic Virtue are better indicators of Organ's (1988) model of OCB than Williams and Anderson's (1991).

6.5 | Implications of research findings

The first practical implication arising from this study is that it is important to remember that there was no evidence of interdependence in the performance of OCB in New Zealand's civil society sector. The implication of this is that perhaps the environment that an employee finds themselves in has less of an impact on their performance of OCB compared to purely individual influences. For civil society organizations, the consequences of the lack of interdependence in the performance of OCB is that it may be beneficial to focus interventions on the individual rather than utilizing team building type techniques. Therefore, a civil society organization that is interested in fostering OCB in its workforce should look to how they can better understand their individual employees if they want to facilitate the performance of OCB.

The second practical implication focuses on the realization that employees working in New Zealand's civil society sector do not appear to distinguish between what or who will be the recipient of their citizenship behaviors. Employee's working in the sector seem to perform more general OCB. Therefore, it would be beneficial for civil society organizations to seek to develop a workplace environment that fosters this form of OCB.

7 | CONCLUSION

The performance of OCB that does not differentiate between the recipients of the behavior in New Zealand's civil society sector is not unexpected, especially when considering the work that civil society organizations do. The positive social consequences that civil society organizations are trying to achieve may mean that employees are going to feel a desire to help in any manner, and they may not differentiate between helping organizations, colleagues, or clients.

Part of the unique way in which OCB may be performed in New Zealand's civil society sector is that there was no evidence of any form of aggregation effect found in this study's OCB data. OCB performed in New Zealand's civil society sector appears to be consistent across different organizations, and different types of organization. This study concludes that Organ (Organ, 1988) model of OCB is the best model to use to further examine OCB in New Zealand's civil society sector.

8 | LIMITATIONS OF THE CURRENT STUDY

It is important to acknowledge limitations when considering the findings of the current research project.

A potential limitation of the current study is the issue of culture. Some of the studies included in the review of the literature were carried out in workplaces from countries that are culturally and economically different to New Zealand. However, this approach was necessitated by the developing nature of OCB research in both the international civil society sector and New Zealand's civil society sector. It is possible that these different cultural settings may have influenced the differences in results between the reviewed studies and the current study. But the current study was partially conceived as a focal point from which further New Zealand civil society sector specific OCB research can follow.

CONFLICT OF INTEREST STATEMENT

The authors declare no conflicts of interest.

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DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

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