

# Applying Stakeholder and Self-Efficacy Theories to Classify Organizational Citizenship Behavior Antecedents

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## Abstract

*Most studies about organizational citizenship behavior (OCB) focus on particular actions that employees, supervisors, or owners of organizations should exhibit. To encourage OCB in service-oriented Filipino organizations, this paper proposes a classification of OCB antecedents collected from the literature in theory and industry practice. By using the stakeholder and self-efficacy theories, the proposed four clearly defined categories point out whether these antecedents are employee-led, leader-led, organization-led, or HR-led initiatives. Since it would be burdensome for an individual to know all the factors that may influence OCB, categorizing these antecedents will help the individual to identify the behavioral aspects that he or she has control over. Managerial implications are also discussed.*

*Keywords: emerging nation, OCB, hospitality industry, employee-led initiatives, Cebu*

## 1.0 Introduction

It is common knowledge that extra milers in the workplace are one of the factors of organizational effectiveness. Bateman and Organ (1983) termed this extra role as "organizational citizenship behavior" or OCB. Jahangir et al. (2006) found that OCB is done willingly by the employee, internally motivated, altruistic in nature, and doing things the "right and proper" way for the individual's own sake. Furthermore, employees exhibiting OCB extend a lending hand to team members, pitch in doing extra work even without overtime pay, avoid engaging in conflicts, follow the rules and regulations, and handle work-related obligations and troubles relatively well (Robbins & Judge, 2017). Thus, OCB practiced by employees in an organization is an asset for that organization. However, OCB has its negative outcomes too. For instance, using 1,524 workers in a US healthcare organization, A. Kim et

al. (2020) found that escalating OCB has negative effects such as burnout, work/family conflict, and even turnover intentions. In a smaller study with 193 participants, Liang et al. (2022) found that employees with high levels of OCB tend to result to organizational deviance in response to abusive supervision for various reasons.

Due to its crucial role in today's organizations, various domain scholars have identified several factors that would most likely be conducive for employees to do OCB, or for OCB to occur in organizations. Factors such as job satisfaction and organizational commitment, role perceptions, leadership behaviors, leader-member exchange, fairness perceptions, individual dispositions, and an employee's age as OCB antecedents (e.g., Jahangir et al., 2006; Qui et al., 2019; Teng, Lu, et al., 2020). In other studies, prosocial values, organizational concern, impression management (e.g., Nawaz

et al., 2021), role clarity, organizational justice, individual traits (Chahal & Mehta, 2010), and having positive attitudes about their relationship with an organization (Van Dyne & Ang, 1998) play important roles in making an employee do OCB. Other factors include perceived justice, leader support, trust in management, motivation, employee engagement, job embeddedness, HR practices, self-efficacy, transformational leadership, and self-serving motives (Ocampo et al., 2018). Ma et al. (2021) also noted that culture influences one's willingness to perform OCB.

In the service industry, studies noted the crucial role of the service performance of frontline employees on the level of customer satisfaction. For instance, using 408 data points, Ansari and Upadhyay (2021) found a significant relationship between OCB and team effectiveness, employee motivation, and retention in the service industry of India. Similarly, Das (2020) found that based on 350 respondents working in the banking industry, organizational performance is positively influenced by OCB. In the hospitality industry, based on 329 respondents, Khan et al. (2020) found that OCB has positive effects on firm innovativeness, which increased firm efficiency, in Spanish tourism firms. Although the hospitality industry is acknowledged to have tangible (e.g., the building and fixtures) and intangible (e.g., how customers are treated) factors, the actions of frontline employees have a positive impact on customer satisfaction. Consequently, management should be concerned with intangible factors since the quality of service is in the hands of the service provider or its frontline employees. Thus, the OCB antecedents mentioned in the previous paragraph are critical to encouraging OCB for frontline employees.

Several studies have attempted to classify OCB to simplify the concept. Earlier on, Podsakoff et al. (1990) proposed a five-dimension model of OCB: conscientiousness, sportsmanship, civic virtue,

courtesy, and altruism. Williams and Anderson (1991) classified OCB based on behaviors directed toward individuals (OCBI) and behaviors directed toward the organization (OCBO). Similarly, Podsakoff et al. (2014) classified OCB based on its association with individual-level outcomes or organizational-level outcomes. Cho and La (2014) classified OCB in the same fashion according to level: individual and group level OCB; and its magnitude: low or high. Meanwhile, Organ (1997) classified OCB according to the roles of these behaviors in organizations, such as intra or extra. Finally, Ueda and Ohzono (2013) noted that OCB could be classified based on who would benefit from these behaviors (e.g., organization vs. specific individuals) or by the expectation of rewards (expecting vs. not expecting rewards).

Though these classifications may be applied in practice, it is important to emphasize the cultural differences between people in the West from Asia. Kasa and Hassan (2016) posited that organizational theories that have been developed from findings based on Western respondents do not capture the context of organizations in other cultures. For instance, most Asians are group-oriented, of which groups (i.e., family, friends, and supervisors) may influence their behaviors. On the other hand, many Western countries are individualists, of which groups may have little influence on their behaviors. Moreover, research findings proposed that cultural differences may affect behavior, creativity, innovativeness, leadership styles (Xie & Paik, 2019), and even boredom (Teng, Hassan, et al., 2020). Due to these differences, as Ma et al. (2021) noted in their systematic review of OCB in hospitality, culture plays a critical role in employees' behavior. Thus, the researchers argue that what was learned in literature may not necessarily be the antecedents practiced in an Asian context, since the bulk of the current literature on OCB comes from Western authors studying Western employees.

Meanwhile, various kinds of research on psychology have emerged in the past decade in the Philippines by Filipino researchers. For example, the study of Hechanova and Caringal-Go (2018) was in the areas of industrial and organizational psychology, not on OCB research. In another study, Lomoya et al. (2015), discussed the antecedents of job satisfaction and OCB among agency-hired blue-collar contractual workers in the Philippines using multiple regression analysis. A thesis by Manaos (2014) analyzed the extent of OCB and the quality of work-life on employees using a descriptive design. Even closer to home, OCB research by Ferrater-Gimena (2013) on a Cebu-based holding company assessed the degree of the demonstration of various dimensions of OCB and its antecedents amongst its employees for designing an intervention. The work of Ferrater-Gimena (2013) also used the descriptive survey method, and statistical treatments used for data analysis were percentages, weighted mean, and Fisher's T-test of difference. Thus, given all these, it can be inferred that OCB studies in Philippine settings, Cebu in particular, are quite limited.

Given the various perspectives and contexts currently out there, from a management perspective, it is deemed necessary to create a classification table of these antecedents that Filipino organizations, in particular, may use as a guide to increase OCB among their employees. Furthermore, it would be burdensome for an individual to remember all the factors influencing OCB. Therefore, the purpose of this current study is to identify the specific OCB antecedents that individuals (e.g., staff, managerial, or executive level) need to exhibit and perceive to have control of to increase the level of OCB in an organization.

The following section presents the literature review on OCB and the proposed theories that may affect the perception of individuals regarding their behavior; then, ends with the proposed categories.

Finally, the discussion, and the managerial implication of the classification.

### **Literature review**

#### **Proposed Theories**

The researchers propose to use the following theories to classify the antecedents they have gathered through the extant review of the literature and survey interviews (Ocampo, Tan, and Sia, 2018). These theories focus on one's perception of interest and influence, thus, making the individuals feel that they can change a specific outcome for the better (or worse).

#### **Stakeholder theory**

The stakeholder theory was initially introduced by Freeman in 1984 (Parmar et al., 2010). The theory could be examined from the social science and normative ethics approaches. From the social science approach, Parmar et al. (2010) noted in their literature review the development of the stakeholder theory in considering what the managers and companies do and their impact. Moreover, they also pointed out that the stakeholder theory introduces ethics and principles to a mostly amoral management theory as firms generate profit. Since then, numerous articles have been on stakeholder theory; however, there is "no single, definitive and generally accepted definition" of the concept (Wagner Mainardes et al., 2011, p. 228). For instance, Freeman (2010) argued that stakeholders are individuals or groups who may, directly and indirectly, impact the performance of an organization significantly. On the other hand, Freudenreich et al. (2020) posited that stakeholders are not only the value creators but also recipients in the value creation processes. Thus, for this current paper, the proponents adapted Hosmer and Kiewitz's (2005) proposed hypothesis that the stakeholder theory gives attention to stakeholders who affect corporate objectives, which is similar

to the definition of Freeman (2010). Their findings showed that two variables, namely, employee relations and product safety and quality, directly supported the "strategic stakeholder theory."

Applied to the hospitality industry, "product quality" is most likely affected by the behavior of the frontline employees since they perform the service. For instance, when hotel guests complain about their rooms, how the frontline employees respond to them and resolve the complaint will affect the level of satisfaction of the complainants. Thus, any relationship that affects the frontline employees' performance is considered a stakeholder in this context.

Still, organizations should be wary of employees who are just acting merely for self-serving purposes. As an intriguing warning, domain scholars started to analyze and shed light on the differences between a "good soldier" and a "good actor." Fortunately, supervisors have discerning power about the motives of their subordinates. For example, Donia et al. (2018) found that employers reward employees who demonstrate high affective commitment, low equity sensitivity, and high selfless motives as they are known to be the observable effects of selfless OCBs. This indicates that organizations have the necessary discriminating capabilities against employees who show OCB with self-serving motives, with far-reaching effects and impact on business ethics (Hosmer & Kiewitz, 2005).

Thus, for this current study, the proponents proposed the following groups of individuals having the most impact on the OCB of the frontline employees in the hospitality industry because their actions and decisions directly affect the employees emotionally, physically, and even spiritually. The groups of individuals are:

- (1) the frontline employees since they perform the service,
- (2) the human resource (HR) since they design policies and guidelines that

frontline employees are compelled to work within,

(3) the leaders or supervisors since they are seen as in authority by the frontline employees and whose decisions, management style, preferences, and treatment affect the general outlook of people towards work, and

(4) the organization since the culture or "the way things are done here" can be the prevailing approach to any service encounters with customers.

All of these individuals may satisfy or frustrate, albeit psychologically and emotionally, the service provider that may directly relate to the "quality of service" in the hospitality industry.

Since the stakeholder theory considers the interest of every stakeholder that may influence corporate objectives, stakeholder interests may conflict with each other. For instance, frontline employees may demand more autonomy to be more effective in their jobs, especially when performing service recovery. However, to give frontline employees more freedom to make decisions, HR needs to capacitate them, which may require more resources. In this case, the service provider needs to evaluate and develop a system to evaluate which stakeholder interest is more crucial in a specific context.

### **Self-efficacy theory**

The second proposed theory is the self-efficacy theory. Perceived self-efficacy theory (Bandura 1994) is about individuals' gauge of their capability to perform what is expected of them. It is also their assessment of whether they have any influence over the outcome of the events. For instance, when a customer complains about the slow check-in process in a particular hotel, the frontline employee who has control over the process may feel responsible for the pace of the service and thus, exert extra

effort to hasten the process. However, if the cause of the delay is a computer malfunction, the frontline employee would most likely feel that she has no control over the event and may not exert any effort to improve the pace of the check-in service. On the other hand, if company policy allows the frontline employee to check in with the customer despite the computer malfunction, then she would most likely exert extra effort to provide the service to the customer. This kind of practice clearly manifests how policy can support staff performing outside their comfort zone, allowing a certain defined elbow room, and is not confined to the rigidity of otherwise strict regulations. Thus, a limitation of this theory is when frontline employees perceive organizational policies are not supportive and do not value their extra effort to serve the customers.

The findings of Choong et al. (2020) supported the positive relationship between self-efficacy and OCB level amongst secondary school teachers. Similarly, using 301 samples, Ullah et al. (2021) found a significant relationship between self-efficacy and OCB of Pakistani teachers. Furthermore, in South Korea, the study results of S.H. Kim et al. (2018) showed that self-efficacy significantly influenced the OCB of hospitality employees. Finally, the study of W.G. Kim et al. (2020) on the OCB behaviors of hotel employees

towards the environment in Phuket, Thailand, showed that the leadership and policies positively impact the self-efficacy of the employees and in return, significantly affect the OCB towards the environment.

Thus, the researchers argue that the individuals or groups of individuals who may positively impact the self-efficacy of the frontline employees are accountable to that specific antecedent to encourage the employees to exhibit OCB.

**Proposed Conceptual Framework**

The stakeholder and self-efficacy theories suggest that the proposed groups of individuals (based on the stakeholder theory) engage in actions they believe they can perform (self-efficacy) that may benefit the organization and its stakeholders. And if these groups of individuals believe they are capable of performing OCB, then the more they will engage in such behavior (self-efficacy). Thus, figure 1 summarizes the proposed conceptual framework. The first part of the classification defines the four groups of individuals (under the stakeholder theory) that may directly affect employee relations and product or service quality. The second part of the classification distributes the activities to the originators that may impact the self-efficacy of the frontline employees.

STAKEHOLDER THEORY <i>directly affects the employee relations and product quality</i>	PERCEIVED SELF-EFFICACY THEORY <i>who may positively impact the self-efficacy of the frontline employees</i>
Employee - led initiatives	Employee believes he/she has the capability to perform the required task
HR - led initiatives	The policies and guidelines that affect employee relations, quality of work, career development, compliance, etc.
Leader - led initiatives	The support given to the frontline employee that may affect employee relations and quality of product/ service
Organization - led initiatives	The vision, mission, values, culture and practices of the organization that may affect employee relations and quality of product/service.

**Figure 1.** *Proposed Conceptual Framework*

## 2.0 Methodology

### Classification Method

In their first OCB paper, the researchers identified the antecedents of OCB in the hospitality industry and determined their causal relationships (Ocampo et al., 2018). Out of 50 antecedents culled from literature and interview surveys, they discovered that organizational commitment, human resource practices, job satisfaction and employee engagement had the most significant influence on employees exhibiting OCB. The 50 OCB antecedents and their definitions and sources can be found in Ocampo et al. (2018). The first 24 items were gathered from related literature, while the following 26 activities came from the interviews and surveys of top executives, HR Heads, OCB experts, and frontline employees.

In this current study, the proponents applied the Delphi method to reach a consensus or agreement in categorizing the 50 OCB antecedents. The Delphi method is a popular and accepted approach and has been used across studies. For instance, Varndell et al. (2021) conducted a systematic review of 246 studies that used the Delphi method to develop a guide for nurses during emergency cases. They found that the Delphi method is appropriate in this case. Similarly, the review conducted by Alarabiat and Ramos (2019) on the use of the technique in the information system showed that in their study of 16 articles, the Delphi method promoted accurate and precise results. The Delphi method is also widely used in organizational behavior studies, such as Wardono et al. (2022) and Othman et al. (2022). Wardono et al. (2022) employed the Delphi method to examine the impact of organizational climate on OCB. While Othman et al. (2022) categorized the necessary skills engineering project managers need to have.

The process of the Delphi method includes a

panel of experts, a set of appropriate questions, and a time for adjustment and discussions among the experts to arrive at a group decision (Twin, 2022). The method may be simple, but Okoli and Pawlowski (2004) presented a major concern about using the Delphi method, which is "choosing appropriate experts" (p.16). Aside from the selection of experts, Alarabiat and Ramos (2019) also raised the issue of taking steps to validate the results.

Thus, for this current study, the proponents took extra care in the selection of experts and validation of results. Four experts were involved in categorizing the 50 OCB antecedents. The four experts are all involved in the services industry in varying capacities. For instance, one is a full professor at a premier university and has been a consultant on services marketing and management, consumer behavior, organizational behavior, and employee satisfaction for over two decades. Two experts are industry practitioners, lecturers, and consultants in the hospitality industry for more than two decades, not only in Cebu but also in different parts of the country. Finally, the fourth expert has conducted consulting in various industries involving operations, consumer research, and employee satisfaction for over a decade. All these experts have hands-on experience in the services industry, such as hotels, restaurants, banking and finance, education, management, and retailing.

The experts categorized or classified the 50 antecedents of OCB based on (1) from where the initiative could originate – *either leader-led, employee-led, organization-led, or HR-led initiatives* – and (2) who has the most capability to make these antecedents happen. For instance, leader-led initiative means that the leader or the supervisor has control over such action and the power to do the particular antecedent that may affect employee

relations and the quality of the product or service. Similar definitions go with the rest of the initiatives. Employee-led initiative means the employee can do the activity and has the capacity to choose to do such action or not; this action will directly affect the quality of the output. The organization-led initiative suggests that the choices of top executives, such as the strategic direction, values, and culture, may influence employee relations and the quality of the product or service. Lastly, the HR-led initiative denotes the policies, processes, and implementation of activities that may affect employee relations and the capacity of the frontline employee to deliver quality products or services.

For instance, the personality traits of the frontline employees are best handled by the employees themselves. Although the organization may influence some traits (e.g., HR requires them to be friendly or sociable to ALL customers), employees would feel confident if what is required of them are those that effortlessly flow from who they are. For example, more extroverted individuals would have a relatively easier time being friendly than those who prefer working with computers. Similarly, "leader support" is an OCB antecedent that should be performed by the leader himself or herself. It may be true that the HR and the policymakers may provide the leadership supports frontline employees may need, but that would cause redundancy and inefficiency since the direct supervisor or leader should be the one doing it.

Another example is "fairness perception." Although it is a good practice that leaders should treat their subordinates equally, it is best made as a policy from the Human Resource. Instead of depending on the capacity of the leader to be objective and treat their subordinates equally, HR may come up with policies to help leaders treat their subordinates without bias (e.g., not favoring one over the other). One last example is "open

communication with management." Although such open communication could be performed by the leader, open communication would best be practiced if it comes from the very top. Thus, for an antecedent to belong to a category, the experts looked at two things – who is the most accountable and capable of performing such action.

### 3.0 Results and Discussion

Whenever there is an antecedent, it can be associated with a classification based on these categories for easier identification. Table 1 is the proposed classification table based on the theories of stakeholders and self-efficacy.

**Table 1.** *Classification Table of OCB Antecedents*

<b>OCB Antecedents</b>	
<b>Leader-Led Initiatives (supervisors)</b>	
1.	leader support
2.	role perception
3.	leaders' behaviors
4.	leader-member exchange
5.	task characteristics
6.	equipping sessions
7.	employee empowerment
8.	immersion
9.	trust and respect for roles and functions (associated with employee empowerment)
10.	goal setting
<b>Employee-Led Initiatives (rank &amp; file)</b>	
1.	a positive attitude about their (employees') relationship with an organization
2.	individual disposition
3.	employees' age
4.	attitudinal variables
5.	personality traits
6.	job satisfaction
7.	self-efficacy
8.	self-serving motives

**Table 1 (continued).**

<b>OCB Antecedents</b>
<b>Organization-Led Initiatives (BOD, EXECOM, policymakers)</b>
1. prosocial values
2. impression management
3. transformational leadership
4. Culture
5. setting standards
6. top management support
7. proper channels of communication
8. top management acting as role models
9. high degree of management involvement in organizational activities
10. open communication with management
<b>HR-Led Initiatives (HR-related functions)</b>
1. organizational concerns
2. fairness perception
3. workplace-related elements
4. employee engagement
5. job embeddedness
6. organizational commitment
7. human resource practices
8. creating management programs
9. implementing incentive schemes
10. providing training
11. team-building activities
12. stabilized pay system
13. strict policy implementation and reinforcement
14. extended training and benefits to family members
15. cultural training (foreign)
16. leadership development programs
17. professional development programs
18. engagement programs
19. competitive compensation and benefits program
20. fair and transparent performance management program
21. recognition program
22. leisure time and organized play with all employees

Based on the collected OCB antecedents, 64 percent of the 50 antecedents are within the organization's control, either through its directors or the human resource department. The classification suggests that an organization can create an environment where their frontline employees (rank & file and supervisors) can exhibit OCB. Therefore, the researchers are not inclined to conclude that the lack of OCB in employees is likely the organization's fault because the frontline employees also have a role to play in exhibiting OCB. However, the result of this current study strongly suggests that OCB is possible in any organization with these antecedents.

In the list of OCB antecedents resulting from the interviews, at least 44% share the need for engagement programs. This categorization is also consistent with the concept of "employee engagement," as proposed by GP Strategies (2021). They view employee engagement as the "combination of maximum contribution and maximum satisfaction of employees." Their "X Model of Employee Engagement" (Figure 2) purports that employees, supervisors, and executives have roles to play in the organization for the employees to reach a combination of maximum contribution (or labor productivity) and employee satisfaction. Therefore, OCB can be manifested in the different employee categories found in the BlessingWhite Model.

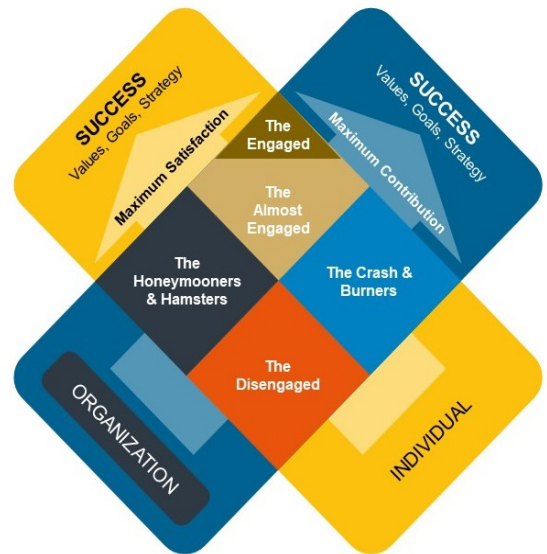
Furthermore, in applying OCB in infusing this model, one can see that "satisfaction" may or may not enormously impact contribution. Nonetheless, to say that an employee is "highly engaged" is to mean that the person is both at the "maximum satisfaction" and "maximum contribution." It is in this categorization of GP Strategies (2021) that the researchers stand that OCB can be found all around the workforce in different employee categories. The following is the categorization of employees as suggested by GP Strategies (2021) based on their



levels of engagement on the scale of the "X Model of Employee Engagement":

The "Engaged" are individuals with maximum contribution and maximum satisfaction. The "Almost Engaged" are those with high contribution and high satisfaction. There is still room for further contribution and satisfaction at this stage, which intrinsic and extrinsic rewards can back up. The third category of individuals is the "Honeymooners or Hamsters." These are individuals who are highly satisfied but have a low contribution to the organization's success. These individuals may be new to the company (honeymooners) or busy doing the same thing or many things but are not actually contributing highly (hamsters). This stage can be attributed to ineffective job design or not correctly set standards. The next category is the "Crash and Burners." These individuals have a very high contribution but low satisfaction. Ineffective rewards and recognition systems can be attributed to low employee satisfaction. These individuals are possibly found in most back offices, such as the accounting or HR departments. Based on the experience of the proponents, these "Crash and Burners" individuals could even be the front liners in the hospitality industry, such as hotel receptionists, waiters, and housekeepers. Finally, the "Disengaged." These individuals have low contribution and low satisfaction. Supervisors and top management should be careful because the "Crash and Burners" can easily fall into this category when not managed well.

To achieve a highly engaged culture and contribute to organizational success, and in direct relationship to this study's categorization of OCB-antecedents, all organization members must take part in the engagement efforts. As proposed by the model, the individuals, managers, and top executives should work together to increase the level of employee engagement, which possibly may, in turn, increase OCB (Irudayaraj, 2019).



**Figure 2.** X Model of Employee Engagement

Note: From X-model engagement [Video], by GP Strategies, 2021, Youtube. Reprinted with permission.

Furthermore, it is good to note how "autonomy" affects employee commitment and contribution. Given the example earlier, autonomy itself affects the OCB of the frontline staff, as a product of policy and procedure of allowing the frontline employee to check in the hotel guest despite a bogged down system. The study results of Pattnaik and Sahoo (2021) noted the positive impact of job autonomy on citizenship behavior. Leaders can give frontline employees freedom by providing them with the needed support to perform excellent service. Organization-led initiatives to autonomy could be by applying an open-door policy to frontline employees to communicate to the top executives any concerns directly. Finally, HR initiatives would be crafting the scope of which area of their work the frontliners can act autonomously. Based on the researchers' observation and experience, employee engagement tends to increase when they are given the autonomy to make decisions within their scope of work. In addition, people are generally more likely to act on decisions they participate in.

### Managerial Implications and Limitations

HR programs that can further equip frontline employees to excel on the job, like management training, professional development, and team-building sessions, should be made available to them. There should also be fair and competitive pay, employee engagement programs to further motivate the staff, and leisure time and organized play for all employees. Moreover, company standards must be enforced and always applied, and management must set the tone and pace of the roles and culture of the company.

The second implication of this paper is the importance of communication in the organization. It is not enough to encourage OCB in the workplace, but all groups (i.e., employees, leaders, HR, and the organization) need to be informed of their roles in enabling an environment for OCB to prosper. For example, traditional management would leave it to the human resource department to encourage OCB in the employees. Although most of the antecedents are HR-led, this current study proposes that for OCB to thrive in any organization, everyone should know their roles and perform their part. For instance, direct supervisors should consider recruiting individuals as hotel front liners with high levels of conscientiousness (based on the Big 5 Personality). Or the Board of Directors or Executive Committee and HR should ensure that the vision, mission, and values of the organization are clearly set and well-communicated to every member of the organization. Or that the HR should consciously practice equity at all times, especially when dealing with the front liners.

Lastly, as seen in various studies, organizational culture plays a massive part in determining an employee's motivation to go the extra mile, which affects an organization's overall performance.

This current article has some limitations that future studies should address. First, the proponents proposed a method to classify OCB antecedents

based on two theories without considering variables that are intrinsic to the individual, such as demographics or personality. Therefore, future studies should perform empirical research to test the validity of the proposed classification. Second, the proponents searched the current literature and interviewed top management to extract the OCB antecedent. Therefore, future research should interview individuals (frontline employees and supervisors) who perform citizenship behaviors to explore the reasons behind their willingness to extend help beyond what is expected of them. Other industries, aside from the hospitality industry, can also be studied.

### 4.0 Conclusion

The primary objective of this current study is to propose a classification method that organizations may use to increase OCB among their employees. The researchers focused on two things: the individuals who may directly affect the front liners' capacity to perform the service (stakeholder theory) and the individuals who may impact these employees' self-efficacy (self-efficacy theory). Since various antecedents exist, the researchers proposed a classification table of OCB antecedents based on the individuals that should initiate the action, namely the leader-led, employee-led, human resource-led, and organization-led initiatives. This proposed classification table will help the organization identify which antecedents should be initiated by them.

The final segment answers the purpose of this current study.

Firstly, based on the classification table, the antecedents assigned to the frontline employees (rank and file) are those they alone can control, such as their personality, disposition, and attitude towards their work. The researchers recommend that frontline employees take a proactive approach in looking at any service from the eyes

of the customers. Moreover, it is recommended that employers or supervisors orient clearly their frontline employees from the start about their job description and function in the company so the latter can exhibit or contribute to OCB in their respective workplaces.

Secondly, on what the supervisors should do to encourage OCB in their frontline employees, the former need to provide the psychological and physical support that the latter need because of the impact on the employees to carry out their service well. Supervisors also need to clearly communicate their expectations and work tasks to their staff for clarity between the parties concerned.

Lastly, through its policies, rules, and regulations, the organization (human resource and upper management) should create an environment of trust that encourages OCB in frontline employees. Studies have shown that employees who trust their organization tend to be loyal and satisfied with their jobs. And happy employees will be the ones to take care of the organization's customers (Yao et al., 2019). The organization can also adopt an open-door policy for its employees, where voicing their opinions and thoughts is highly encouraged and appreciated.

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