A Conceptual Paper on the Role of Cohesion as a Moderator on the Relationship Between Citizenship Behavior and Withdrawal Behaviour

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Abstract
This paper aims to propose a theoretical framework to study cohesiveness as a moderator for the relationship between organizational citizenship behavior (OCB) and withdrawal behaviours. Group and organizational performance can be influenced by employees' behaviours, both in-role and extra-role (OCB). Although most studies have examined the factors that contribute to OCB, there are also studies that have proven that OCB also has a positive impact on the performance of individuals, groups and organizations. One of the gaps in the current OCB literature is to study the role of possible moderator variables that can influence the relationship between OCB and criterion variables. This paper is conceptual in nature by trying to develop a framework that connects between OCB and withdrawal behaviour where the moderator is cohesiveness. The central explanation of why the individuals' level of OCB may influence their withdrawal behaviours can be drawn from the general cognitive consistency theory which suggests that individuals try to align their behaviours, beliefs and attitudes. Employees with high level of OCBs are likely to report lower levels of withdrawal behaviors consistent with the cognitive consistency theory. Additionally, social exchange interactions are likely to be lower where cohesiveness is weaker. An employee may not sense a commitment to reciprocate any forms of OCB exhibited by others in the group. This reasoning reinforces the likelihood that the amount of cohesiveness in work groups will be related to the general amount of OCB shown by group members.
Keywords: Organizational Citizenship Behavior, Withdrawal Behaviours, Cohesion

Introduction
Managing human resource involves a series of organizational processes not only to attract but also develop and sustain workforce. As an important asset, human resource is one of the most

important ingredients for organizational' success. Employees' competencies, skills and abilities combined with extra effort beyond formal job duties and requirements are important in achieving a company's stated goals. By managing talented human resources professionally and wisely, employers can expect employees to contribute more, to work effectively and efficiency. Among the most significant influences in enhancing   group and organizational performance is the behaviour displayed by employees, both as prescribe in the job description (in-role) and those that are not formally prescribed, that is the extra-role or the citizenship behaviours (Anfajaya & Rahayu, 2019).

In general, organizational citizenship behaviour (OCB) can be described as an individual's voluntary efforts, dedication and devotion, particularly in the form of helping others and exerting greater job effort within an organization that is generally not considered as part of his or her contractual jobs. OCB has been studied since the 1980s. It has been almost four decades, interest in OCB has increased substantially. These human behaviours have been demonstrated empirically to influence performance and effectiveness of individual, group and organization (Podsakoff, MacKenzie & Paine, 2000). Hence, OCB has been considered as an important employees' behaviours in the workplace. Job satisfaction especially in terms of working conditions, pay and supervision has been studied as the most important aspects of employees' life. In general, with job satisfaction, employees are more committed and happier in performing their job. Helping co-workers without expecting anything in return, being polite to others, displaying willingness to bear inconveniences at workplace, working beyond and above expectation, positively representing the organization, active involvement in organization's growth are instances of employees' behaviours that surpass official job duties and significant to organizations' achievement (Katz & Kahn, 1978). Organ (1988) labelled these behaviours as OCB and defines it 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". Later, Organ explained that the word discretionary means that citizenship behaviour is not part of an employee' formal job scope, but it has the potential to contribute to effective functioning of the organization. Furthermore, failure to exhibit this behaviour, generally will not result in punishment.

Over the years, research on OCB have received extensive attention by researchers. Even though, at the initial stage, the focus is more on determining antecedents of OCB (Podsakoff et al., 2000), recent OCB research have also investigated the outcomes of OCB, subtypes of OCB, issues of OCB rating and the inclusion of mediators and moderators (e.g., Sun-Bok, Soojin, Gukdo & Ye, 2020: Atrizka, Simanjuntak, Pratama & Lubis et al., 2020). Nevertheless, it is imperative to investigate factors that affect OCB as well as the presence of possible moderators and mediators. This will enable organizations to design suitable measures to encourage employees' OCB. Additionally, more evidences from research are essential on the outcomes of OCB so that the measures taken to inculcate OCB are fruitful and justified. The article has been structured with a literature review, followed by the theoretical framework and hypotheses development.
This article was written to achieve two objectives:
- To discuss the relationship between OCB and withdrawal behaviors.
- To propose a theoretical framework, whereby cohesion will be a moderating variable on the relationship between OCB and withdrawal behaviors.

Literature Review

Organizational Citizenship Behaviour

The concept of OCB was also labelled synonymously as prosocial behaviours, extra-role behaviours, contextual performance and spontaneous behaviours (Aderibigbe, Gcaza & Fashola, 2020). Since the first OCB research in 1983, this topic has gained significant research attention which is evidence from the growing number of studies on the topic. However, the majority of OCB research have focused on attempting to identify its antecedents (e.g., Shaheen, Bukhari & Adil, 2016; Aderibigbe, Gcaza & Fashola, 2020). OCB was first mentioned and deliberate in literature in the early 1980s and has attracted researchers to study OCBs in various stream of research comprising its meaning (e.g., Smith et al., 1983), classification (eg., Morrison, 1994; William & Anderson, 1991; Choi, 2007), construct validity (e.g., George & Brief, 1992), it antecedents and outcomes (e.g., Sun-Bok, Soojin, Gukdo & Ye, 2020; Makhdoom, Atta & Malik, 2019).

OCB is one of the popular areas of research in human resource management, organizational behaviour, marketing and industrial/organisational psychology. OCB deals with extra-role behaviours that are different from formal job duties or traditional task performance. Basically, OCB is classified as a worker going above and beyond the call of formal duties in performing their jobs to benefit work group and in the aggregate the organization (Podsakoff et al., 2000). OCBs research revealed their important impact on interpersonal relationships, strengthening co-worker ties and also its potential to enhance performance at individual, group and organizational levels (Pradhan, Jena & Bhattacharya, 2016). When employees sense that their actions are assisting others such as managers and co-workers, they feel more noteworthy sense of purpose and work meaningfulness. When employees are doing more than expectations, this allow managers to devote a greater amount of time to managerial tasks especially decision making, problem solving and planning. Hence, managers, workers and the organisations in general gained advantage from the employees' constructive behaviours (Lelei, Chepkwony & Ambrose, 2016).

Generally, researchers have suggested that there are five to seven dimensions of OCB, of which 5 of them are the most popular, which are altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988). The five-factor structure was able to be measured using a measurement developed by Podsakoff, MacKenzie, Moorman and Fetter (1990) and later has been adopted and adapted by many empirical research (LePine et al., 2002). Studies in the field of OCB are further enhanced by the introduction of several other forms of OCBs such as citizenship behaviours that benefit the organization as a whole labelled as OCBO and citizenship behaviours that benefit specific individual named as OCBI (Williams & Anderson, 1991), person-focused interpersonal citizenship behaviour and task-focused interpersonal citizenship behaviour (Settoon & Mossholder, 2002), Recently, new forms of OCB subtypes have been proposed by researchers such as change-oriented OCB (Choi, 2007).

Withdrawal Behaviours

Employers will always pursue highly committed, talented, satisfied and productive workers. In reality, sometimes workers become less engage from work for a number of causes such as health problems and job dissatisfaction. In general, workers will exhibit their work detachment through varieties of physical and psychological withdrawal behaviours. Withdrawal behaviour is defined as the physical and psychological isolation from the

workplace, despite the fact that employees are still legally employed. Daydreaming, tardiness, deliberate lateness, absenteeism, neglect, and the intention to leave an organisation are examples of these behaviours (Rurkkhum, 2018; Berry et al., 2012, Shapira-Lishchinsky & Even-Zohar, 2011). Physical withdrawal behaviours are the most recognizable behaviours. It starts from the mild form of withdrawal as tardiness and lateness and if not properly handle and resolve will lead to severe behaviours especially absenteeism and turnover. On the other hand, psychologically withdrawal behaviours will take the form of day dreaming, tardiness, inactive, lack of creativity, and exert minimal efforts on the job. Each form of these withdrawal behaviour presents a challenge for managers to understand and overcome it. Withdrawal behaviour is a phenomenon that is very detrimental to the organization. It is anticipated that the organisation loses a significant amount of money in both direct and indirect costs as a result of the investment made in employee development (Rurkkhum, 2018; Ferguson et al., 2014).

The Concept of Cohesion
A group is the combination of two or more persons who are linked to each other through social interactions with such features as transmission, impact, collaboration, interdependence, interrelation, mutual identification, shared tasks, aims and system (Forsyth, 2006). Cohesion has been defined as "a dynamic process that is reflected in the tendency for a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member affective needs" (Carron et al., 1998). Cohesiveness is one of the important features of team dynamics (Kidwell, et al., 1997). Features of teams that are strong in cohesiveness include strong members' desirability to the group membership, cooperation, supportive, a strong sense of belonging as well as positive feeling in performing work in team (Shaw, 1981). It has been studied involving various contexts such as families, organization, education classes, work units, military units, musical group, and sport teams (Doherty & Caron, 2003).

According to Dion (2000), evaluating cohesion has taken a variety of approaches. The idea of cohesiveness as personal attraction, collective resistance to disintegration, the desire to stay in the group, the existence of cliques, similarity of thoughts and status, sense of connection, and the importance that members place on group affiliation are all examples of these methods. Additionally, Bollen and Hoyle (1990) have proposed the concept of perceived cohesion by asking individual group members about their own perceptions of cohesion to a particular group. They have described perceived cohesion as someone's feeling of close relationship with a group's members as well as a sense of pride in the membership of the group. They argued that sense of 'fit-in' is a central to the existence of a group. If individuals do not regard themselves as team members, it is impossible how the group rules and norms are likely to affect them.

The second dimension of perceived cohesiveness, on the other hand, is an essential aspect of group life that reflects the good or negative emotional reaction to belonging to a group (Bollen & Hoyle, 1990). They have added that, it is vital for choosing belonging and morale as magnitudes of perceived cohesion as they are meaningful for groups regardless of size.

Research in a number of disciplines have utilized an aggregate group mean of cohesion as well as individual perception of group cohesion consistent with what has been proposed by Schnake and Dumler (2002). Studies by George and Bettenhausen, (1990) and Kidwell, Mossholder and Bennett (1997) for example, have utilized an aggregate group mean cohesion whereas studies by Turnipseed and Murkison (1996), Turnipseed and Murkison (2000), and

Doherty and Carron (2003) have used individual perception of group cohesion in the analysis of their study.

Theoretical Framework and Hypotheses Development
Past studies have demonstrated that employees work in groups with strong cohesiveness, tend to exhibit higher level of OCB. These studies have adopted individual perceptions of group cohesion as well as an aggregate group mean perception of cohesion. Using an individual perception of group cohesion, a study by Turnipseed and Murkison (1996) revealed a significant relationship between perceived peer cohesion and OCB. Similarly, another study conducted using a group level by Kidwell et al., (1997) involving 49 work group, further supported the relationship between cohesion and OCB. Specifically, their study found that an aggregate group mean cohesiveness (aggregation of group member's perception) is positively related to employee courtesy but not with employee conscientiousness. Furthermore, sportsmanship and conscientiousness have also been found to correlate positively with cohesiveness (Podsakoff et al., 1996). A meta-analytic correlation by Podsakoff et al., (2000), clearly found a link between cohesion and all dimension OCBs (altruism, sportsmanship, courtesy, conscientiousness and civic virtue) with a mean correlation range from .12 to .20.

Moreover, studies have also shown that adherence is enhanced in cohesive groups – members of a cohesive group tend to be punctual and less likely to engage in withdrawal behaviours (Doherty & Carron, 2003). Study by O'Reilly et al., (1989) found that social interaction (a composite variable that included a measure of cohesiveness) is significantly and negatively related to turnover. In his review of related literature, Price (2001), have identified 22 determinants of voluntary turnover, one of which is called social support. An important element of social support as stated by Price is peer support that include such dimensions as integration, work group cohesion and social capital.
Hartman and Yrle (1996) though have not empirically tested the relationship between cohesiveness and turnover have also identified co-worker integration and cohesiveness as one of the factors that lead to employee turnover in their turnover model among hotel employees. Because of the lack of empirical evidence, additional study in this area is necessary. These research findings supported the basic assumption that group context (e.g. cohesiveness) influences individual attitudes and behaviour (Kidwell, Mossholder, & Bennet, 1997).
In view of the preceding discussions, Figure 1 proposed the theoretical framework of the study:
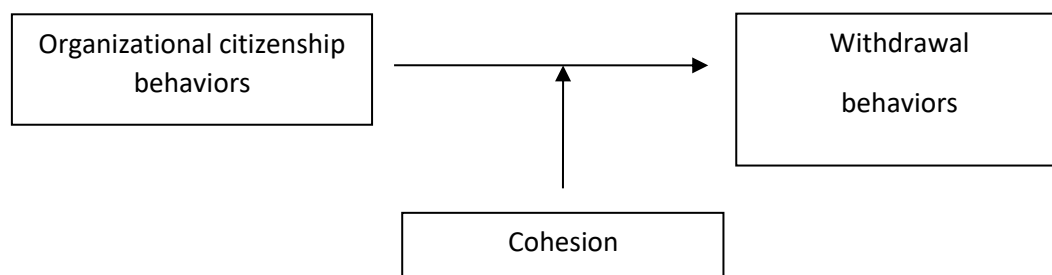

Figure 1. Proposed theoretical framework

The proposed antecedent – criterion framework in Figure 1 implies that employees' level of OCBs will influence the employees' intention to engage in certain forms of withdrawal

behaviours. However, the strength of this relationship will be determined by the level of cohesiveness. It is predicted that the relationship between OCBs and withdrawal behaviours is the strongest for employee who perceived strong group cohesiveness.

OCB and Withdrawal Behaviors

Withdrawal behaviours especially absenteeism and turnover are human resources issues facing some industries. Empirical evidences suggest that this issue can be addressed partly by inculcating employees' OCBs. OCBs are positive behaviours such as assisting others, being courteous or the willingness to go through hardships for the sake of employers. Overall, these behaviours will enhance the effectiveness of organizational operation. Withdrawal behaviours, whether physical (e.g., turnover and absenteeism) or psychological (e.g., daydreaming), are interpreted as dislike and dissatisfaction with the organization.

The general cognitive consistency hypothesis argues that people try to relate their behaviour, beliefs, and attitudes, which is the central explanation for why their level of OCB may influence their withdrawal behaviours (Festinger, 1957). Given the differences in nature of both variables, productive activities as shown by a high level of OCB may influence other attitudes and behaviours, such as decreased intentions to turnover or engage in absenteeism. There has been a substantial negative association between some dimensions of OCB and employee turnover and absenteeism in a small number of studies including samples of hotel and factory workers (Khalid et al., 2009; Chen at al., 1998; Xiong & Wen, 2020). Despite the rising body of knowledge about OCB, there is relatively little evidence of a link between OCB and employee withdrawal behaviours like turnover and absenteeism. All dimensions of OCBs were significantly and negatively connected to hotel employee turnover intention, according to Khalid et al., (2009), while dimensions of sportsmanship, conscientiousness, and courtesy were related to absenteeism. Similarly, a study by Chen et al., (1998) involving factory workers from China found that turnover intention was negatively related to the composite score of OCB. This leads to the following proposition:

Proposition 1: There are inverse relationship between OCBs and withdrawal behaviors.

Cohesiveness as a Moderator

Employee cohesion is one of the elements that can act as a potential moderator. The keen member's attraction to the group, friendliness, reciprocating, supporting, and pleasant thoughts about carrying out the group's task are all characteristics of highly cohesive work groups (Shaw, 1981). Cohesiveness is defined as the degree to which group members bond and remain united in the pursuit of a common goal. It can be measured using interpersonal magnetism, resistance to disintegration, a member's desire to stay in the group, the presence of social circles, similarity of opinions and status, a sense of belonging, and the value that members place on group members (Dion, 2000). Individuals in highly cohesive organisations are more sensitive and tolerable toward others, as well as more inclined to help and support others, because highly cohesive groups foster a strong social identity (Kidwell et al., 1997). The nature of a couple's connection has an impact on the likelihood of one of them acting prosocially toward the other (Clark, 1981). As a result, the cohesion of a group influences the likelihood of one member of the group exhibiting OCB toward

another. When group cohesion is high, the degree of OCBs of the work group members may gradually become firmly established. According to a recent study by Banwo et al., (2015), cohesiveness was high in a high-performing work group.

Hornstein (1978), stated that, an employee will be emotionally involved when he finds out that a colleague in their team is in trouble and will try to lend a helping hand. As a result, it's probable that group cohesion will affect how one member of the group helps another. Another element that influences prosocial conduct is the degree to which two people have similar ideas, beliefs, and clothing styles (Brief & Motowidlo, 1986). Over time, OCBs practices among employees will become stronger as staff cohesiveness grows. Prospects of collaboration may become norms by group members in the form of positive values (Shamir, 1990).

Social exchange theory provides a theoretical foundation for the probable relationship between OCB and cohesion (Blau, 1964). According to social exchange theory, OCB recipients may return in kind, so increasing the level of cohesion. Cohesive groups are likely to engage in more positive and frequent social interactions (e.g., helping behaviour) than non-cohesive ones. Organ (1990) theorised that OCB reflects members' efforts to preserve socially motivated exchange ties inside the group. Teams with such characteristics as mutual respects, liking and fond on working together may foster trust and social exchanges are likely to occur in the long term. Group members may use OCB as a mean of social exchange. With strong cohesion, group members are expected to demonstrate OCBs. Social exchange interactions are likely to be lower where cohesiveness is weaker. An employee may not sense a commitment to reciprocate any forms of OCB exhibited by others in the group. This logic supports the hypothesis that the degree of cohesion in work groups is proportional to the overall quantity of OCB displayed by group members (Kidwell et al., 1997).

The ability of an organisation to keep its members rises as its cohesion grows. Employees, on the whole, enjoy working in a positive, helpful environment where they can interact with one another (Podsakoff & Mackenzie, 1997). Several researchers have discussed cohesiveness as part of a process through which employees may resolve to stay in organisations, such as the cusp-catastrophe model of withdrawal behaviour (Sheridan & Abelson, 1983) and attraction-selection-attrition model (Podsakoff & MacKenzie, 1997; Organ, 1988). (Schneider, 1987). Furthermore, past research has shown that cohesive groups have higher levels of compliance - members of a cohesive group are less likely to disengage, such as by being late, absent, or changing jobs (Doherty & Carron, 2003). The investigation of a prospective moderator is in accordance with one of OCB's current research directions. Makhdoom, Atta, and Malik (2019) explored perceived organisational politics as a possible mediator in a research. Based on the aforementioned reasons, relationship sequences between OCB, turnover intention, and cohesiveness as a moderator may be established. We anticipate that the negative link between OCB and employee turnover will be moderated by cohesiveness, with the relationship becoming more negative as cohesiveness increases. Hence, this leads to the following proposition:

Proposition 2: Cohesiveness will moderate the relationship between OCBs and withdrawal behaviours.

Conclusion

Studies in the field of OCB has grown rapidly since the first study by Smith et al., in 1983. Although in the early stages, studies were focused more on identifying the factors that

contribute to OCBs, now there are various streams of OCB research. One of the research streams, are those examining the potential existence of moderator or mediator variable. This is one of the studies that attempts to examine the potential of cohesiveness as a moderator variable.

In this study, the proposed theoretical framework provides the understanding of the moderating role of cohesiveness of the relationships between the employees' level of OCBs on the employees' intention to engage in certain forms of withdrawal behaviours. By conducting empirical study from the proposed theoretical framework, it is predicted that there is indeed a relationship between OCB and withdrawal behaviors but this relationship is expected to be stronger among employees who have a perception that there is a strong cohesiveness among employees. The results of this study are able to contribute to knowledge in the field of OCB especially in terms of the effect of OCB with the influence of cohesiveness variables. This study also expected to contribute to the organizations specifically in designing a suitable measure to encourage employees' OCB which eventually can enhance the organizational performance.

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