

FROM PERFORMANCE TO PARTNERSHIP: THE ROLE OF OCB AND SELF-PROMOTION IN WORKPLACE COOPERATION

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ABSTRACT

This study investigates the links between job performance, organizational citizenship behavior (OCB), self-promotion, and workplace collaboration. It uses Social Exchange Theory as the theoretical framework for examining these interrelationships. This study specifically looked at whether OCB can mediate the relationship between job performance and collaboration, as well as if self-promotion influenced this mediation relationship. The findings show a considerable beneficial association between job performance and OCB, which in turn promotes cooperation. However, self-promotion was found to reduce the link between job performance and OCB, implying that while it may promote individual career advancement, it can impair group outcomes if not managed well.

Keywords: Job Performance, Organizational Citizenship Behavior (OCB), Workplace Cooperation, Self-Promotion, Social Exchange Theory, Employee Behavior

1. INTRODUCTION

The significance of job performance in organizational settings is well documented (White, et al., 1977). It has been found that people work harder in the organization when difficult goals are set. Individuals have also been found to work harder when specific goals are laid out (Locke, 1968; Latham & Yukl, 1975; Steers & Porter, 1974). More recent studies investigating job performance have found results that confirm the notion that employees who identify with a particular organization tend to exert their best efforts for it, and thus exhibit a relatively higher level and quality of performance (Carmeli & Waldman, 2007).

According to Campbell (1990), the employee's position in an organization and the ability to execute the necessary functions are what job performance concerns. The employee's KSAs (knowledge, skills, and abilities) and both internal and external motivation are what facilitate the position (Deci & Ryan, 1985). While the KSAs needed to perform the duties of the position may be possessed by many workers, the lack of focus on mental health, work-life balance, financial incentives, or workplace recognition may affect their internal and external motivations to perform their duties well. With the amount of dissatisfaction (Verlinden, 2022) among workplace employees, more focus should be given to creating work environments that cultivate OCB and promote cooperation among employees by management.

Multiple studies have documented that job performance not only includes micro level tasks, but also includes behaviors that benefit the organization as whole (Borman & Motowidlo, 1993; Katz & Kahn, 1978; Organ, 1988). These performance behaviors can be observed when employees voluntarily train other workers, volunteer in philanthropic causes, consider the needs of coworkers, are a team player, maintain a positive attitude, and participate in resource conservation behaviors (Organ, 1988; Morrison & Phelps, 1999; Van Scotter, J. R., & Motowidlo, 1996).

Employee performance drives company performance (Indrayani, et al., 2024). Effectively utilizing human resources includes positioning each employee's knowledge, skills, and abilities (KSA's) with their role within the organization (Farooqui & Nagendra, 2014). Nielsen & Montemari (2012) states that intellectual capital