

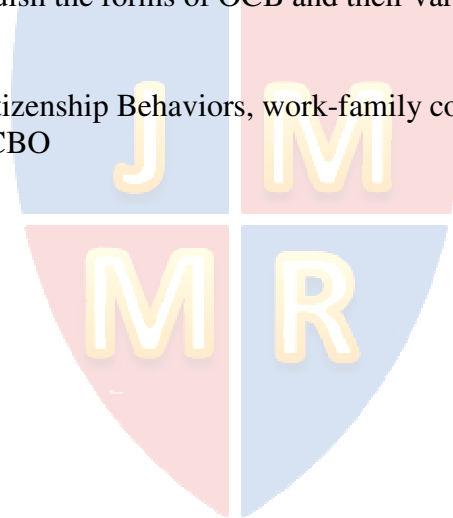
Exploring forms of organizational citizenship behaviors (OCB): antecedents and outcomes

Pamela J. Harper
Marist College

Abstract

An extensive body of research has studied the relationship between Organizational Citizenship Behaviors (OCB), environment-supporting efforts, and individual task performance rating. Empirical studies have found a significant positive relationship among these factors. While these findings have proven both interesting and useful, questions remain regarding whether OCB focused on others and OCB focused on the organization are related differently to certain individual-level causes and consequences of OCB. From the perspectives of work-family conflict and personality theory, we propose a roadmap for future research to more fully distinguish the forms of OCB and their various antecedents and outcomes.

Keywords: Organizational Citizenship Behaviors, work-family conflict, personality theory, forms of OCB, OCBI, and OCBO



INTRODUCTION

The concept of Organizational Citizenship Behaviors (OCB) was first formally articulated by Chester Barnard as the willingness of individuals in organizations to cooperate (Barnard, 1938). He later defined cooperation as genuine restraint of oneself, actual voluntary service for no reward and even subjection of one's own personal interests for the betterment of the organization. Integral to Barnard's view is the notion of an individual exercising their free-will while participating in a formal system of cooperation. Katz (1964) later distinguished the concept of OCB as "innovative and spontaneous behaviors" as opposed to the more obligatory role performance. The basis for the differentiation is whether or not the behaviors are found in an individual's job description, known as in-role performance vs. behaviors that support the organization but that are not detailed in an individual's job description; extra-role performance. Examples of OCB include cooperating with others, volunteering for additional tasks, orienting new employees, offering to help others accomplish their work, and voluntarily doing more than the job requires (Borman & Motowidlo, 1993).

Research regarding OCB was accelerated following its formal naming and definition as "voluntary individual behavior that, when aggregated across people and time, contributes to the improved performance of the organization" (Organ, 1988). OCB benefits organizations from individual contributions that are not necessarily formally structured or mandated as a part of the individual's assignment or role. Such efforts have been labeled by scholars as organizational citizenship performance, contextual performance, organizational spontaneity, pro-social organizational acts and extra-role acts (Borman, 2004; Van Dyne, Ang, & Botero, 2003; VanDyne & LePine, 1998; George & Jones, 1997; Borman & Motowidlo, 1993; George & Brief, 1992; George & Bettenhausen, 1990; Brief & Motowidlo, 1986).

OCB has traditionally been defined as discretionary and not specified in an individual's employment contract with the organization. This definition of OCB which was predicated upon the notion that no formal mandates drove behaviors to help others (Organ, 1990), went unchallenged in the literature for over a decade. However, the term has been redefined in recent years. The current definition of OCB both distinguishes it from task performance and allows for the possibility that it may be formally appraised or rewarded. Based on progress noted in the literature, Organ (1997) redefined OCB in terms of the "performance that supports the social and psychological environment in which task performance takes place".

While an extensive body of research has studied OCB as an overall measure, research has not explored all of its dimensions. The majority of the aggregate-level work has focused on its potential antecedents (Podsakoff et al., 2009). Past studies have included employee attitudes and personal perceptions of fairness (Organ & Ryan, 1995; Konovsky & Pugh, 1994; Niehoff & Moorman, 1993; Bateman & Organ, 1983; Moorman, 1991;), personality traits (Organ & Ryan, 1995; Konovsky & Organ, 1996; Borman, Penner, Allen, & Motowidlo, 2001), leader behaviors (Pillai, Schriesheim, & Williams, 1999), and characteristics associated with various task behavior (Piccolo & Colquitt, 2006; Podsakoff, MacKenzie, & Bommer, 1996). Investigations have shed little light on the relationship between the forms of OCB, however, important questions remain regarding whether two forms of OCB (those targeting other individuals; OCBI and those intending to benefit the organization; OCBO) are related differently with certain individual-level factors such as project team membership, family involvement and personality type.

While studies examining the consequences of OCB, even at an aggregated level, have not occurred as frequently as antecedent-focused studies, past research has explored withdrawal by employees, employee appraisals and management allocation of employee rewards (Podsakoff et al, 2009). As stated earlier, studies that might provide insight into the forms of OCB and the relationship with individual-level outcomes are infrequent in the literature. Thus, research is needed to address whether OCBI and OCBO are related differently with certain individual-level consequences based on managerial and peer evaluations.

Prior OCB research has primarily focused on organizational-level antecedents as they relate to organizational performance. However, the potential consequences of the individual employee OCB, is becoming a topic of increasing interest to scholars (Podsakoff et al, 2009; Podsakoff et al, 2014). This article contributes to the literature by further describing the distinct nature and full range of citizenship behaviors in its two proposed forms, OCBI and OCBO. Understanding the relationships between these forms of OCB and both their antecedents and consequences is important in order to capture the multi-dimensional nature of OCB. This study is also in part a call for further examination of the effects of the targets of OCBs to help practitioners understand the influence that the target of OCB has on both the peer and management performance evaluation process. Such pursuits would significantly inform research related to OCB and employee's family involvement, team membership and personality type.

LITERATURE REVIEW

OCB Conceptualization

OCB has been categorized using a variety of methods. Originally, Organ (1988) originally offered a model consisting of altruism (selfless concern for the welfare of others), courtesy (respectful, polite, civil behavior), conscientiousness (characterized by careful; painstaking devotion to the rules and regulations of the organization), civic virtue (proactive contribution to the organization's harmony), and sportsmanship (conduct and attitude consistent with tolerance for sub-optimal circumstances). Organ (1990) expanded the model by incorporating peacekeeping (serving as a mediator to enact resolutions to disagreements) and cheerleading (offering praise and encouragement).

A more recent and complete OCB framework was developed by Williams and Anderson (1991). OCB constructs were grouped based on intended target or direction of the behavior, with OCBI denoting behaviors intended to benefit other individuals and OCBO primarily benefiting the organization. This study uses a modified version of William and Anderson's conceptualization, based on the desire for research robustness and consistency with prior studies by Podsakoff et al. (2009), Hoffman, Blair, Meriac, & Woehr (2007), LePine et al. (2002), and Organ (1997).

The OCBI categories are said to include altruism, maintaining the peace, and cheerleading behaviors all of which exhibit intentions to assist others. We include interpersonal helping (Graham, 1989), interpersonal and coworkers and interpersonal harmony (Farh, Earley, and Lin, 1997), in addition to Organ's dimensions (following the practice of recent studies). The OCBO categories are conscientiousness, civic virtue and sportsmanship as identified by Organ(1988) as well as organizational allegiance (Graham, 1991), endorsement and commitment to the organization's objectives (Borman and Motowidlo, 1997), job dedication (Van Scotter and Motowidlo, 1996), taking charge (Morrison and Phelps, 1999); and promoting the company

image (Farh, Zhong, and Organ, 2004). Simplified, practical examples of OCBI are voluntarily assisting a new co-worker gain access to the company's payroll system and congratulating a fellow employee on a new promotion. Likewise, offering a new idea to management on how the payroll process might be improved and attending optional company meetings, are examples of OCBO.

Many researchers (Allen & Rush (1998), Chen, Hui, & Seago(1998); Decktop, Mangel & Cirka(1999) have utilized an overall OCB measure based on a combination of scores across OCB survey responses. We contribute to the literature by further exploring the dimensionality of the OCB construct in its two distinct forms as per Williams and Anderson (1991). Examination of OCBI and OCBO utilizing foundational OCB, cohesion, work-family conflict, personality and social exchange theory, allow for more precise and complete investigation of its relationship to antecedents and consequences, as depicted in Figure 1 (Appendix).

OCB Type relative to Antecedents

In studying the relationship between OCB type and certain individual-level antecedents, it is appropriate to consider both the environmental and personal context. We intend to explore the relationship between OCB type and team affiliation, family involvement and personality type. The term "context" has been described as "the surroundings associated with a particular phenomenon" (Cappelli & Sherer, 1991). The attitudes and actions of members of work groups are expected to be impacted by the organization's characteristics and facets of the work group. The immediate work group or team is possibly the most significant context for individuals in organizations. Team or work group can be defined as a formal, organized system involving complex relations among a set of employees with common goals (Arrow & McGrath, 1995). It is reported in the literature that group context has an influence on individual attitudes and behavior, through interaction.

The group cohesion theory explains the tendency for individuals in a group to demonstrate OCB toward their team members. For example, the fondness shared by group members for one another, has been found to support a pattern of interdependence and recurring relationships. Further, the work by Schacter, Ellertson, McBride and Gregory (1951) suggests that individuals in cohesive work groups are more sensitive to one another and display greater willingness to help and support fellow members. In addition, a reciprocal relationship pattern may also develop as part of the normal and expected interaction (Brief and Motowidlo, 1986), thus also influencing such OCB behaviors. In such cases, social exchanges within the group may be done with the expectation that such behaviors will be matched by their team members in the long-run (Organ, 1990). Van Dyne et al. (1995) identified the connection between group cohesiveness and facilitative behaviors, similar in concept to OCB based on group members' desires to support one another. George and Bettenhausen (1990) advanced understanding of group cohesiveness by revealing its relationship to prosocial behavior, measured at the group-level. Members of cohesive work groups have also been shown, in social psychological research literature, to experience more positive moods (Gross, 1954). Such emotional states were demonstrated by Isen and Baron (1991) to be related with to individual-level tendencies to exhibit altruism toward others.

Members have been found to highly value positive and cooperative relationships with their colleagues, based on consistent findings from studies conducted at the most admired organizations (Becker, O'Hair, 2007). Consistent with group cohesion theory, is the expectation

of cooperation and social responsibility on the part of team members within the group. While discretionary pro-social behaviors directed toward the organization may indirectly benefit the team members, they would not offer direct individual support, facilitate social exchange nor offer the same reciprocation value (Organ, 1990). In effect, such organizational-focused efforts by an individual who is part of a team may be viewed as self-promotional and a distraction from possible social exchanges of the group (Bolino, 1999). Therefore, we hypothesize that team affiliation is differentially related to OCB type, such that:

Proposition 1a: Team membership is positively related to OCBI

Proposition 1b: Team membership is negatively related to OCBO

Family involvement may also be a key factor in the relationship between OCB type and certain individual-level antecedents. The study of family, and the related role, is emerging as a significant explanatory variable of work attitude and behavior (Rothausen, 1999). We adopt Bogan's (1991) and Rothausen's (1998) definition of family as spouse, children and kin in the household as well as all others who meet certain needs or functions formerly thought to be met by the family. Family membership may obligate individuals to greater role responsibility and present greater work-family balance challenges (Parasuraman and Simmers, 2001). Role and work-family conflict theory sheds light on the connection between family involvement and types of OCB pursued at the individual level.

Role conflict has been defined as two or more sets of demands or pressures coming to bear on an individual at once, resulting in the need to trade-off execution of one or the other (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Role stress at work is said to be related to work-to-family interference and has consistently been found to be a source of conflict, while role stress at home is related to family-to-work interference (Grandey and Cropanzano, 1999). Researchers recognize that in addition to the organizational member role, non-work roles (e.g., spouse, parent, care-giver for parent) are significant parts of employees' lives as well (e.g., Kabanoff, 1980). Role and work-family conflict are very important concepts in today's environment due to their prevalence. Prior research has considered ways in which these concepts may impact the actions and behaviors of employees (Jackson & Schuler, 1985), however, very little research has investigated specifically how they might relate to engagement in OCB and as far as we are aware, no work has focused on their relationship with OCB target.

As previously discussed, the efforts of employees exhibiting OCB may extend beyond required job obligations and are primarily directed toward the betterment of either the organization (OCBO) or another individual (OCBI). Work-family conflict theory suggests that "conflict and tension may result as individuals find it increasingly challenging to successfully perform all their roles due to constrained resources such as time, energy and behavioral demands" (Greenhaus & Beutell, 1985). Thus, based on the nature of OCBO, involvement in such organization-directed initiatives might mean taking on an additional role, adding additional employee stress and overload (Organ, Ryan, 1995). Again, role theory posits that "as employees do more and more for their companies, they are likely to have less time and energy to devote to their spousal and family responsibilities" (Hochschild, 1997) and vice versa. Consequently, conflicts may arise based on an individual's desire to extend their efforts well beyond their employer's expectations *while* fulfilling their children's, spouse's and/or parents' expectations of them.

Research findings suggest that some forms of OCB may be more time consuming than

are others. Using a generalized measurement for OCB, Tompson and Werner (1997), found that higher levels of role conflict in the workplace are related to lower levels of organizational citizenship behavior. Whereas some, such as altruism and courtesy can be done in conjunction with other types of behavior and within the context of normal job duties, others such as civic virtue and defending company policies, require dedicated effort. Thus, there may be a difference in the “time cost” of different types of OCB, which may result in different individual outcomes (Bergeron, 2007). Individuals with family responsibilities may seek to avoid personal cost issues (such as work–family conflict) related to engagement in highly visible forms of citizenship behavior by focusing instead on those helping behaviors that are not as time consuming and can be done in conjunction with their normal job responsibilities.

In contrast, individuals with no or fewer family responsibilities may opt for citizenship behaviors resulting in greater recognition due to their impact on the organization as a whole. We expect that those with less family responsibility (i.e. children, spouse and parent-care) tend to have less organizational status, based on the reported relationship between family responsibility and tenure (Meyer, Becker, and Van Dick, 2006; Ng, Feldman, 2008). Such individuals are expected to not only seek OCBO-directed behaviors that might enhance career advancement, but to also avoid individual-focused helping behaviors based on their desire to maintain versus disperse knowledge by helping others. Employees may feel empowered and more valuable to the extent that they accumulate knowledge (Crozier and Friedberg 1977). Thus, all things being equal we hypothesize that family responsibility or involvement is associated with OCB type, such that:

Proposition 2a: High Family Involvement is positively associated with OCBI and negatively associated with OCBO

Proposition 2b: Low Family Family Involvement is positively associated with OCBO and negatively associated with OCBI

Further, individual-level OCB studies have focused on employee personality traits like self-esteem, as well as perceptions toward justice and bureaucratic organizational culture and their relationships with behaviors related to helping others (Graham & Van Dyne, 2006; Stamper & Van Dyne, 2001). These studies have initiated the examination of OCB, however, there exists a gap in the literature in understanding the relationship between personality type and the range of OCBI and OCBO constructs (Podsakoff, Whiting, Podsakoff, Blume, 2009).

The extraversion-introversion psychological type (Jung, 1928) defines extraverts as gregarious, assertive, active, sociable, energetic and interested in seeking out excitement (Roesch, Wee, & Vaughn, 2006). In addition, extraversion has been associated with high energy and will report higher levels of self-efficacy (Thoms, Moore, & Scott, 1996). Introverts, in contrast, tend to be more reserved, less outgoing, and less sociable. These specific individual characteristics provide a good basis for the targets of organizational citizenship behavior.

OCB directed toward the organization (i.e. promoting and/or supporting organizational mission and objectives) tend to be more visible and have a greater likelihood of affecting more people (Podsakoff, Whiting, Podsakoff, Blume, 2009). Accomplishment of these behaviors may require more energy. The nature of such efforts is consistent with the extraversion personality type (Jung, 1928). OCB directed toward other individuals may be lower profile and single-person focused (Podsakoff, Whiting, Podsakoff, Blume, 2009), thus more compatible with the introversion personality type who may deliberately seek to be inconspicuous as they offer help

(Williams, Anderson, 1991). Therefore, we hypothesize that there is a relationship between personality type and OCB type, such that:

Proposition 3a Introversion is more strongly related to OCBI than OCBO

Proposition 3b: Extraversion is more strongly related to OCBO than OCBI

OCB Type relative to Consequences

We now focus on the relationship between OCB type and managerial and peer rating outcomes. Empirical studies have resulted in findings suggesting the existence of a positive and significant relationship between engaging in OCB and the evaluation of an individual's job performance. Managers have been found to favorably consider the extra-role contributions of sales agent when rating their performance, thereby reciprocating their subordinate's OCB (MacKenzie et al., 1991). Werner (1994) also reported that the superior performance ratings of individuals demonstrating frequent extra-role behaviors tended to endure longer than the ratings given to those with neutral levels of extra-role behavior. Finally, a meta-analytic examination by Podsakoff, Whiting and Podsakoff, 2009, found that overall OCB is positively related to job performance.

The literature offers a number of reasons that managers may include OCB in their performance evaluations such as the recognition that certain OCB (i.e. sportsmanship and conscientiousness) may in fact make the manager's job easier. In addition, scholars have found that managers may view OCB as an indication of how employees, which are motivated, may advance the organization, therefore justifying the incorporation of such behaviors in their employees' assessments (Shore, Barksdale, & Shore, 1995). During the evaluation process, the manager may consider the target of the behavior and may value OCBOs more than OCBI based on the fact that behaviors intended to support the organization are likely to impact a greater number of individuals than behaviors aimed at helping specific people. Therefore, an employee who takes the initiative to spearhead a company-sponsored community service event has greater potential to help promote the organization in the community (and possibly the manager within the organization) more so than an employee who offers to assist a co-worker in learning a new system (Podsakoff, Podsakoff, Blume, 2009).

Likewise, to the extent that employees engage in behaviors with the intention of helping others individuals, the theory of social exchange (Blau, 1964) may come to bear. This theory posits that "giving and receiving material or intangible resources is at least partially predicated on the expectation of return". Therefore, the target of the beneficial act may feel an obligation to repay in some way. If a person takes extra steps to help another individual, that other individuals may take extra steps to reciprocate (Uehara, 1990). Thus, employees who exhibit higher levels of OCB directed toward the organization should receive higher performance evaluations by supervisors than those who exhibit OCB directed toward other individuals and employees who exhibit higher levels of OCB directed toward other individuals should receive higher performance evaluations by peers than those who exhibit OCB directed toward the organization (Podsakoff, Whiting, Podsakoff, Blume, 2009). We therefore hypothesize that OCB types (based on target) are differentially related to individual performance rating, based on source, such that:

Proposition 4a: OCBs targeted toward other individuals (OCBIs) are positively and more strongly correlated with performance ratings by peers than with those by supervisors

Proposition 4b: OCBs targeted toward the organization (OCBOs) are positively and more strongly correlated with performance ratings by supervisors than with those by peers

DISCUSSION AND RECOMMENDATION FOR FUTURE RESEARCH

We propose future research in the OCB area, based on a specified sample and measurement formulation. Questionnaire responses from both employees and supervisors in an organization should prove useful in understanding whether OCB focused on others and OCB focused on the organization are related differently to certain individual-level causes and consequences of OCB. A “subject” survey should be randomly distributed to active employees, and their performance should be assessed by their co-worker and supervisor based on a separate survey. In accordance with proper survey methodology, the sample should allow for inclusion of voluntarily-participating individuals of various ages, with varying team and family statuses that have been assured of anonymity.

To evaluate and test the proposed research model shown in Figure 1 (Appendix), we propose that future research draw upon validated instruments that have been developed and tested in prior research. Specifically, the survey that is to be provided to the randomly selected subjects should collect demographic and background information; job title, age, sex, race, tenure, income, team member status (team membership or not), family involvement (self rating of responsibility for spouse, children, or parent) and personality type. In addition, the subjects’ co-worker and supervisor should be asked to rate the performance of the subject in terms of OCB and in-task performance, thus avoiding same-source bias. The supervisor and peer rating would permit researchers to capture other’s perceptions of the performance of the subject, avoiding the need for the subjects to indicate their own likely future OCB.

The variables of interest are defined as follows: Team Membership Status requires that employees indicated their team status (“0” = not part of a work team vs. “1” = part of a work team). The Family Involvement variable would permit assessment of the degree of family care responsibilities, with subjects being asked to indicate (a) whether they currently have child care responsibilities and (b) whether they are assisting an adult family member with a health problem or disability. If so, the degree (frequency, time, effort) of responsibility would be collected. In addition, items from the Family-Work Conflict scale, as depicted in Table 1 (Appendix), should be included in the survey. This scale’s validity and reliability have been verified by Netemeyer et al. (1996).

The Eysenck Personality Inventory Questionnaire (EPQ) has been proven in the personality and social psychology literature, and should be completed by the subjects to capture personality traits. Components of the scale are depicted in Table 2 (Appendix). Lastly, the three different classes of employee performance can be captured by employing the performance measure developed by Williams and Anderson (1991). It is a 21-item, 5-point scaled ranging from one to five (1 meaning *strongly disagree* and 5 meaning *strongly agree*) measurement tool that assesses in-role (task) performance behaviors (“adequately completes assigned duties”), OCB-I (“helps others who have heavy workloads”), and OCB-O (“preserves and protects organizational property”). The items are indicated in Table 3 (Appendix). Consistent with the methodology employed by Halbesleben & Bowler (2007), this survey should be completed by the participants’ supervisors and closest coworkers.

CONCLUSION AND LIMITATIONS

To date, research in OCB has been insightful. However, there are other dimensions of OCB yet to be explored such as the forms of OCB, as proposed by Williams and Anderson (1991), and their antecedents and consequences. Therefore, important questions remain regarding whether two forms of OCB (those targeting other individuals; OCBI and those intending to benefit the organization; OCBO) are related differently with certain individual-level antecedents and consequences. This article is intended to serve as both a call and roadmap for further examination of the effects of the targets of OCBs. Such research would assist in filling a gap in the academic literature and help practitioners understand the influence that the target of OCB has on both the peer and management performance evaluation process. Such pursuits would significantly inform research related to OCB and employee's family involvement, team membership and personality type.

While this research does propose the use of a number of different measurement instruments and sources of data, there are a number of limitations of the proposed methodology. In measuring Work-Family conflict via a survey, the respondents may inadvertently take Family-Work conflict into consideration when responding to the questions. Thereby, the potential for inclusion of the disruptive impact of work on family exists. While two separate measures of the Family Involvement construct were recommended (capturing family responsibility as well as conflict), the definition provided may have been too narrowly defined, given both the variety and arrangements of responsibility existing in families today. A longitudinal OCB analysis may also provide greater insight than the cross-sectional approach proposed in this study. Lastly, like many field studies, the research plan does not meet all requirements to support causal inference but does have the potential to advance understanding OCB dimensionality and its antecedents and outcomes.

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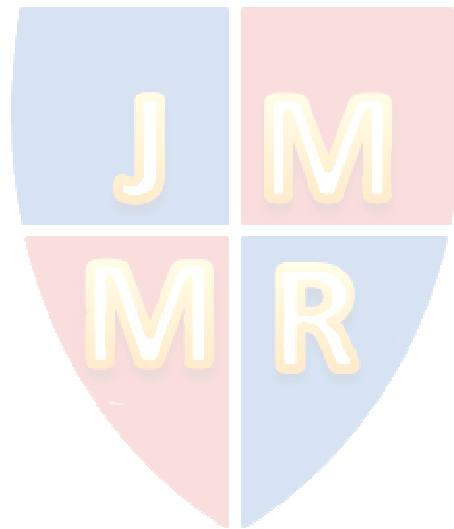
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APPENDIX

Proposed model of antecedents and outcomes of OCB type. P = Proposition; OCB = Organizational Citizenship Behavior; OCBI = OCB targeting other individuals; OCBO = OCB targeting the organization

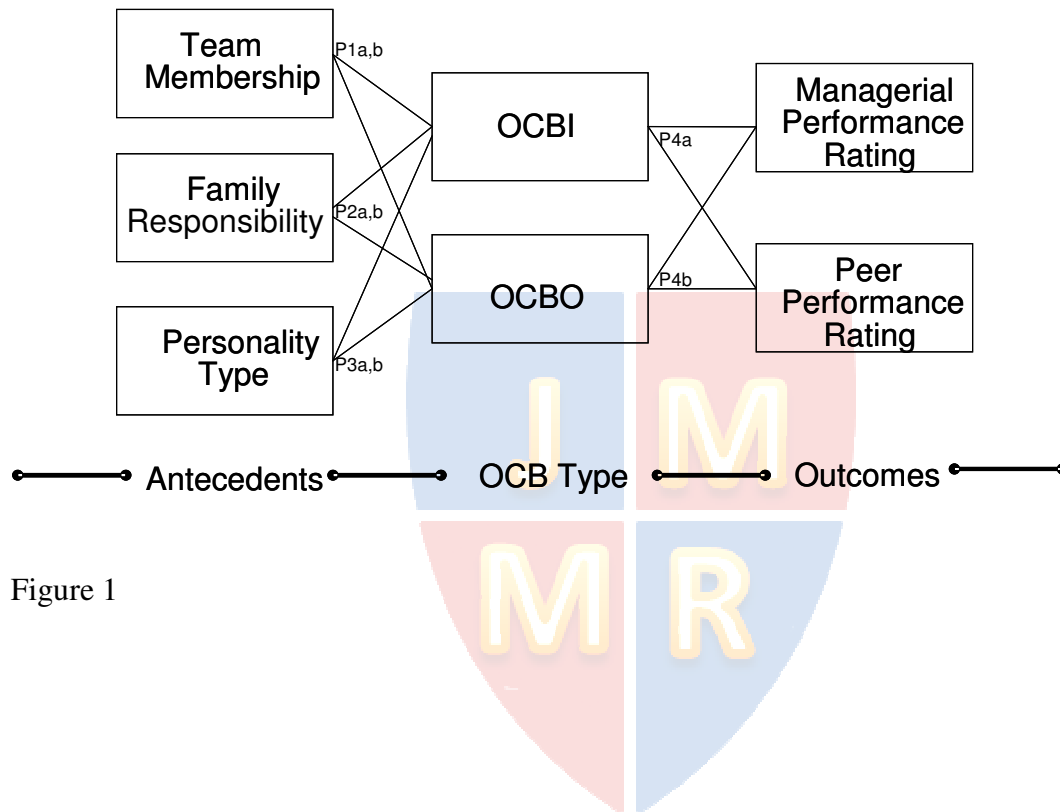


Figure 1

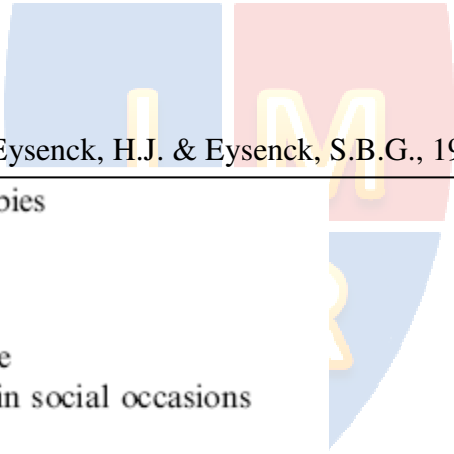
Table 1

“Family-Work Conflict Scale” (Netemeyer, Boles & McMurrian,1996).

1. The demands of my family or spouse/partner interfere with work-related activities.
2. I have to put off doing things at work because of demands on my time at home.
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
5. Family-related strain interferes with my ability to perform job-related duties.

Table 2

“Extroversion-Introversion” (Eysenck, H.J. & Eysenck, S.B.G., 1975).



Have many different hobbies
 A talkative person
 Rather lively
 Enjoy a lively party
 Enjoy meeting new people
 Keep in the background in social occasions
 Like going out a lot
 Prefer reading to meeting people
 Have many friends
 Happy-go-lucky
 Takes the initiative in making new friends
 Quiet with other people
 Get some life in a dull party
 Like telling jokes and funny stories
 Like mixing with people
 Sometimes act too rashly
 Nearly always have a ready answer
 Like doing things in which have to act quickly
 Make decisions on the spur of the moment
 Take on more activities than have time for
 Can get a party going
 Like plenty of bustle and excitement around
 Considered as being very lively

Table 3

“Performance Scale” (Halbesleben & Bowler, 2007)

1. Adequately completes assigned duties.
2. Fulfills responsibilities specified in job description.
3. Performs tasks that are expected of him/her.
4. Meets formal performance requirements of the job.
5. Engages in activities that will directly affect his/her performance evaluation.
6. Neglects aspects of the job he/she is obligated to perform. (R)
7. Fails to perform essential duties. (R)
8. Helps others who have been absent.
9. Helps others who have heavy work loads.
10. Assists supervisor with his/her work (when not asked).
11. Takes time to listen to co-workers' problems and worries.
12. Goes out of way to help new employees.
13. Takes a personal interest in other employees.
14. Passes along information to co-workers.
15. Attendance at work is above the norm.
16. Gives advance notice when unable to come to work.
17. Takes undeserved work breaks. (R)
18. Great deal of time spent with personal phone conversations. (R)
19. Complains about insignificant things at work. (R)
20. Conserves and protects organizational property.
21. Adheres to informal rules devised to maintain order.