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# The Effect of Motive and Coworker Liking on the Intention to Perform Organizational Citizenship Behavior

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THE EFFECT OF MOTIVE AND COWORKER LIKING ON THE INTENTION TO  
PERFORM ORGANIZATIONAL CITIZENSHIP BEHAVIOR

A Thesis  
Presented to  
The Faculty of the Department of Psychology  
Western Kentucky University  
Bowling Green, Kentucky

In Partial Fulfillment  
Of the Requirements for the Degree  
Master of Arts

By  
Caley M. Foster

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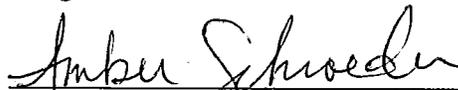
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PERFORM ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Organizational Citizenship Behavior (OCB) is defined as employee behavior that benefits others yet is not required by the employee's job description. OCB can be divided into two categories: behavior that is either directed toward individuals (OCBI) or behavior that is directed toward the organization (OCBO). Researchers have posited that there are three different motives behind OCB: impression management, prosocial values, and organizational concern. Additionally, researchers have recognized the importance of coworker relationships within organizations and have suggested that the degree to which one likes his or her coworkers may serve as an additional source of motivation to engage in different types of OCB. This research consisted of two studies investigating the effect of motive and coworker liking on intention to engage in OCBO and OCBI. Participants in both studies read a vignette manipulating motive and degree of coworker liking. The second study incorporated two additional items in the manipulation check to increase the saliency of the coworker liking manipulation. In both Study 1 and Study 2 participants were more likely to engage in OCBO than in OCBI. Both studies failed to support the hypotheses that either motive or degree of liking would predict the type of OCB performed.

## **Introduction**

An employee's willingness to perform above and beyond normal job expectation for his/her organization contributes greatly to the success of the organization. First coined by Bateman and Organ (1983), Organ (1988) defined organizational citizenship behavior (OCB) as an employee's voluntary behavior that benefits the organization yet is neither included in the job description nor formally rewarded. Behavior that would be considered OCB includes offering to help teach a coworker how to better perform a certain task or regularly attending non-mandatory meetings. There are no negative consequences for omitting such actions that are not recognized in the job description, and these types of actions, although often taken for granted, are quite vital to the success of the organization.

Katz and Kahn's (1966) recognition of the positive impact of supra-role behaviors in the functioning of organizations inspired the construct of OCB. Such supra-role behaviors are not required in the usual performance of a task or job; however, they enhance the social atmosphere of an organization. Social exchange theory (Blau, 1964) provides support for the performance of citizenship behaviors in the job context. As long as an individual feels confident in an organization's long-term fairness, he or she will feel as if his or her actions are reciprocated and will not be concerned about additional remuneration. As Organ (1977) explored the relationship of job satisfaction and performance, it became apparent to him that production quantity and/or quality did not serve as sufficient measures of performance; a volitional component was lacking. The construct of Organizational Citizenship Behavior (OCB) was developed to acknowledge workers' willed behaviors that were considered to be above and beyond those required to

perform their jobs (Bateman & Organ, 1983). Organ believed that employees who were satisfied with their jobs would be more likely to exhibit purposeful manifestations of support for an organization and to desire to contribute to an organization's effectiveness.

Organ (1988) considered the Hawthorne Studies (Roethlisberger & Dickson, 1939) to be influential precursors to OCB, as they demonstrated that there is a social organization greater than the one formally recognized. These informal social patterns and interactions that develop concurrently and with the overt transactions and relationships of the formal system compose the “informal organization.” Organ postulated that Roethlisberger and Dickson’s emphasis on informal collaboration that enhances an organization provided what is at the heart of organizational citizenship behavior.

OCB has been found to benefit organizations. OCB increases task proficiency and enhances group performance (Podsakoff & MacKenzie, 1997), in addition to enabling organizations to spend less time on maintenance by freeing up time and resources. As a result of employees performing citizenship behaviors, managers in an organization have more time to allocate to such activities as problem solving and organizational analysis (Organ, 1988). Since its conception in 1983, OCB research has been a growing topic of interest. As of 2009, over 650 articles relating to OCB had been published; with two-thirds of these articles written post year 2000 (Podsakoff, Whiting, Podsakoff, & Blume, 2009), one could expect interest on OCB only to continue, if not increase. An amplified interest in OCB seems natural, for in order for employers to find ways to induce OCB in employees and reap the benefits of OCB, it is imperative to look

at the motives behind both OCB behaviors aimed toward individuals and those directed toward the organization.

### **Current Study**

Current OCB literature (e.g., Organ, 1997; Bolino, 1999; Halbesleben, Bowler, Bolino, & Turnley, 2010) acknowledges that there are different dimensions of organizational citizenship behavior and recognizes various motives for those who commit such behaviors. Organ (1997) ultimately divided OCB into the dimensions sportsmanship, courtesy, civic virtue, conscientiousness, and helping behavior. These dimensions of the behavior have since been categorized based on the recipient, either an individual or the organization (Williams & Anderson, 1991). Performance of OCB has been considered to be motivated by prosocial values, organizational concern, and impression management. This literature review will discuss at length the dimensions of OCB and underlying motives. Finding a lack of research showing a connection between the various motives and dimensions of OCB, Newland (2012) attempted to discover a link between OCB motives and dimensions. The results of her study showed that participants were more likely to perform citizenship behaviors directed toward the organization than toward individuals, regardless of their motives; however, the research manipulation did not account for differences regarding how much the target employee liked his/her coworkers. The current study will examine whether there is a relationship between OCB motives and the type of OCB performed as a function of how much employees like their coworkers. The subsequent literature review will explore the dimensions, antecedents, consequences, and underlying motives of OCB. In addition, the

review will touch on the relationship between employees and their coworkers and how that influences behavior on the job.

### **Dimensions of Organizational Citizenship Behavior**

Initially, Organizational Citizenship Behavior was thought to be composed of only two dimensions, altruism and compliance (Smith, Organ, & Near, 1983). Courtesy, sportsmanship, and civic virtue were formally included as dimensions of the construct in 1988 (Organ). Cheerleading and peacemaking (Organ, 1990) were included two years later but were not given much research attention as dimensions; later they were included under the term “helping behavior,” which encompassed and took the place of altruism (Organ, 1997). The literature on OCB has identified a variety of behavior that can be considered organizational citizenship behavior; however, many of these behaviors fall within the five dimensions of OCB considered to be empirically supported (LePine, Erez, & Johnson, 2002). These five dimensions of OCB are as follows:

**1. Helping behavior.** Helping behavior encompasses altruistic, peacemaking, and cheerleading behaviors. Such actions refer to willfully assisting others in the organization with job relevant tasks or problems. Often the worker exhibiting a helping behavior will find a personal loss in efficiency and/or productivity; however, the tradeoff lies in that the assistance increased the efficiency of another or others.

**2. Conscientiousness.** Conscientious actions refer to punctuality, above average attendance, and respect for organization rules and procedures. These behaviors still involve doing extra but are more impersonal than altruistic, helping behaviors.

3. **Courtesy.** The dimension of courtesy includes actions such as communicating with those who are affected by the worker's decisions and time commitments. Courteous behaviors limit the opportunities for other employees to be caught by surprise.

4. **Sportsmanship.** Behaviors under this dimension involve actions such as not falling victim to gossip or petty grievances. Those who exhibit good sportsmanship tend to avoid complaining and exaggerating their problems, thus limiting unnecessary disruptions and stress.

5. **Civic virtue.** This element of OCB corresponds to a worker's responsible participation and cooperation in an organization's political life. It includes such behaviors as remaining current and up-to-date with organizational issues and rules, attending meetings, and contributing opinions on important issues. Civic virtue reflects a concern for the organization as a whole and the direction it is taking; however, behaving in this fashion can result in minor sacrifice of productive efficiency, as keeping abreast of issues through meetings, debates, and the like can be somewhat time-consuming.

Almost a decade later, these five dimensions were further segregated into two categories based on the recipients of the behavior. OCB performed for the benefit of the organization was termed OCB-Organizational (OCBO), and organizational citizenship behavior directed toward the individual was termed OCB-Individual (OCBI; Williams & Anderson, 1991). OCBO is composed of the types of actions or dimensions that will benefit the organization and includes conscientiousness, civic virtue, and sportsmanship.

OCBI, on the other hand, is comprised of courtesy and helping behavior, which involves such actions as altruism, cheerleading, and peacekeeping.

In order to distinguish behaviors as either individual or organization oriented, Lee and Allen (2002) developed a scale with the intention of operationalizing OCBI and OCBO. This scale consists of 16 statements that target either OCBI or OCBO behavior. Participants are to specify the frequency with which they would perform the particular behavior. Participants' results should indicate whether the individual is more likely to perform organization-level or individual-level citizenship behaviors.

Although much of the literature on OCB focuses on the construct as a whole, research (e.g., McNeely & Meglino, 1994; Podsakoff et al., 2009) indicated that OCBI and OCBO activities are expected to have different antecedents and even different consequences. Antecedents include behaviors that cause or impact OCB. Consequences are those behaviors that are impacted by or result from OCB. Chen, Hui, and Sego (1998) found that behaviors directed toward the organization related to organizational turnover; this would be considered a consequence of OCBO. On the other hand, behaviors directed toward individuals (OCBI) increased when attempting to influence performance appraisals and reward allocations (Bowler & Brass, 2006). With such expectation and evidence of different precursor and consequential relationships with different types of OCB, this literature review will highlight any differences between OCBI and OCBO or their components. In order to emphasize the importance of studying OCB, this review will first discuss consequences of OCB, as many of these serve to indicate OCB's benefits to an organization.

## **Consequences of OCB**

As organizational citizenship behaviors were identified and recognized in the workplace, their impact upon the health and success of organizations was noted (Podsakoff, Ahearne, & MacKenzie, 1997). OCB was found to have an effect on the overall performance of an organization and managerial performance judgments of employees (e.g., Podsakoff et al., 1997). In addition, understanding the effects of OCB on employee behavior and turnover rates can influence retention, because an employer who is aware that OCB habits typically decrease in employees who are likely to quit can find ways to intervene. Whether citizenship behavior is directed toward individuals in the organization or the organization as a whole, the organization ultimately benefits from these optional, volitional actions of its employees. Benefits of organizational citizenship behavior will be examined specifically in the following paragraphs.

### **Performance**

Podsakoff, Ahearne, and MacKenzie (1997) found OCB substantially positively impacted the overall quantity of job performance and production. Specifically, the components of helping behavior and sportsmanship were found to contribute to this efficiency. When coworkers spent time helping others who were struggling, this lapsed time was made up for by greater quantity in production. The organization as a whole performed more efficiently, as these training and teaching situations were taken care of by fellow employees at no cost; thus, the potential training costs and time spent by management to deal with the issue were reduced.

In another study, Podsakoff and MacKenzie (1997) reviewed the literature of empirical studies addressing the association with OCB's and their contributions to

organizational effectiveness. They stressed the potential of a two-way relationship between organizational citizenship behaviors and organizational performance. The correlations of OCB found in their study indicated that especially the helping behavior component of OCBI has more systematic effects related to contribution to organizational effectiveness than do sportsmanship or civic virtue behaviors, which are considered OCBO; however, all three behaviors were generally related to enhanced organizational effectiveness. For example, Podsakoff and MacKenzie acknowledged a study conducted in a paper mill that indicated that helping behavior and sportsmanship were positively related to production quality and quantity. The authors noted, however, that such a positive relationship is spurious, with the likelihood that an additional variable is related to increased job performance and the concurrent exhibition of OCBs. For instance, time could be an additional variable, in that employees with more available time may have the opportunity to choose to engage in OCB.

Van Dyne and LePine (1998) acknowledged that challenge-oriented OCBs can positively impact an organization by encouraging positive change and modification to current procedures. Challenge-oriented OCBs tend to be directed toward the organization; they are change-focused and risky in that they either promote or prohibit change (Van Dyne, Cummings, & McLean Parks, 1995). Challenge-oriented OCBs include such behavior as speaking against the status-quo for a less popular choice that would be more beneficial for the organization. Affiliation-oriented OCBs, on the other hand, are more interpersonal and focus on support among other employees; the helping behavior and courtesy dimensions of OCB are associated with affiliation-oriented behavior (Van Dyne et al., 1995). The interaction of affiliation-oriented OCBs with

challenge-oriented OCBs can provide an even greater positive impact on an organization (MacKenzie, Podsakoff, & Podsakoff, 2011). The affiliated-oriented OCBs help to provide solidified relationships, which support the efforts of those committing challenge-oriented OCBs. Trust in employees, whether from coworkers or management, predicts greater success with engaging in challenge-oriented organizational citizenship behavior.

Despite a number of studies (e.g., Podsakoff et al., 1997; Van Dyne & LePine, 1998) that demonstrate a positive relationship between OCB and performance, a study by Podsakoff and MacKenzie (1994) compared three dimensions of organizational citizenship behavior and found adverse results in that helping behavior, civic virtue, and sportsmanship negatively impacted unit performance. Referencing an unpublished study of MacKenzie's, Podsakoff and MacKenzie acknowledged evidence of the utility of the same three dimensions of OCB for effectiveness in pharmaceutical sales teams. Instead of receiving individual evaluations, groups were rated on their overall performance, which would thus incline group members to perform OCBs, particularly helping behavior and sportsmanship, in order to enhance the team's sales and overall effectiveness. This inclination toward performing helping behavior and sportsmanship behaviors would indicate that, although both behaviors are directed differently in that sportsmanship behavior is directed toward an organization while helping behaviors are directed toward individuals, engagement in both types of behavior results in improved company performance. An individual is more likely to commit altruistic helping behaviors and cheer a team member, because this also will impact his or her own rating. Participating in sportsmanship behaviors would allow the group to suffer through fewer complaints

and petty problems and, as a result, focus its energy on meeting and exceeding their sales quota.

Because OCB plays a role in performance, researchers were interested to see if OCB played a role in managerial performance appraisals. Although by definition OCB is not formally rewarded (Organ, 1988), OCB does influence raters during performance appraisals.

### **Managerial Performance Appraisals**

As an employee's engagement in organizational citizenship behavior is not required by his or her job description, it is logical that employees who engage in such behaviors would stand out to supervisors. Allen and Rush (1998) conducted both laboratory and field studies to determine whether or not OCBs can help predict employee evaluations and reward recommendations beyond the effect of task performance. They found that OCB triggers positive affect in raters, which then influences their decisions for reward recommendations and overall evaluations. The behaviors that elicit such responses are still considered to be OCB, as the organization's reward system does not directly recognize them.

Overall, OCB correlates positively with job performance ratings (Podsakoff et al., 2009). With such a relationship, it might logically follow that there also is a positive relationship with reward allocation decisions. This positive relationship was supported; however, it was found that there was a stronger relationship with the recommendation to reward an employee who exhibited OCB than with actually receiving awards, as the intentions did not always translate into actual rewards. Thus, the exhibition of OCB is important to managers to the degree that it would influence performance ratings and

potential rewards. Podsakoff (2009) found an employee's commitment of OCB is comparable in importance to task performance with regard to managerial evaluations.

As OCB is positively related to managerial ratings of employee performance, there is the possibility that these ratings are weighted by motives that managers attribute to the OCB. As supervisors consider OCB when giving ratings and rewards, Allen and Rush (1998) investigated the possibility of motive as a mediator between OCB and supervisor judgments. Altruistic motives were found to predict evaluations and reward suggestions, but instrumental motives (i.e., using OCB performance as a means to gain favor or reward within an organization) were not; thus, supervisors do consider employee motives for involvement with OCB when allocating rewards and rating performance. Halbesleben et al. (2010) examined the role of impression management with managerial ratings and found that even though supervisors rewarded OCB in an effort to encourage such behaviors, some employees abused this knowledge and engaged in OCB in order to make a positive impression on their supervisors. For instance, workers who felt that exhibiting OCB would factor in the determination of whether they would get promoted engaged in higher levels of OCB; however, once the employees were given their promotions, their OCB involvement declined (Hui, Lam, & Law, 2000).

A downside to OCB's involvement in performance judgments is found in the research that has been conducted on the impact of gender biases on the perception of organizational citizenship behavior. OCB such as altruism and courtesy, which are classified as OCBI behaviors, are often behaviors more associated with women (Heilman & Chen, 2005); as such, OCBs can be more noticeable when performed by men than by women due to the violation of normative gender role expectations. Heilman and Chen

(2005) found that the performance of altruistic behaviors resulted in more reward recommendations and better performance evaluations for men than it did for women. Also, the results showed that altruistic citizenship behaviors were considered more optional for men than for women, such that not committing such behaviors would be more detrimental for women than for men. On the contrary, men are more expected to show the dimension of civic virtue than are women; failure to engage in civic virtue behaviors could be more inconvenient for men if they are no longer considered to be at the discretion of the employee. Heilman and Chen (2005) found a disordinal interaction such that men benefited from performing OCB but did not receive poorer appraisals if they did not perform OCB, but they found that women did not receive better performance appraisals for performing OCB but did receive poorer ratings if they did not perform OCB. Although managers may use OCB when rating an employee, it is important for managers to consider possible gender biases when making ratings.

### **Selection Decisions**

Another benefit of OCB is seen in its ability to influence selection decisions. Zellers and Tepper (2003) acknowledged the benefit and convenience that screening employees for OCB would offer in selection decisions. Hiring employees whose OCB reflects intrinsic motivation to be a good citizen could reduce the need for costly supervision. According to Organ's early research (1988), a generally positive disposition and affect can underlie several components of OCB. Learning to evaluate potential employees for such components would provide employers an advantage in selecting workers who will exhibit OCB and enhance the efficiency of the organization. Due to the understanding that OCB is a purposeful, willed behavior (Borman & Motowidlo, 1993),

managers and those making selection decisions may presume levels of organization commitment due to an employee's OCB. In addition, McNeely and Meglino (1994) found support for a relationship between commitment to OCB and scoring high on the dimensions of Agreeableness and Conscientiousness on the Big 5 model of personality. Perhaps these dimensions also could be used as a source of predicting OCB in employees.

Allen, Fecteau, and Fecteau (2004) examined OCB in the context of structured interviews and found that participants who attempted to fake OCB were unsuccessful in inflating their scores on interviews. In addition, the results of their study suggested that structured interviews could be useful in predicting engagement in OCB. A recent study by Podsakoff, Whiting, Podsakoff, and Mishra (2011) indicated that the exhibition of OCB behaviors during interviews and the hiring process can assist a candidate in securing a position over one who does not indicate a tendency toward such actions. This portrayal of OCB during the interview process can help the organization when selecting a new employee who will be committed to the organization.

## **Turnover**

As was previously discussed, OCB can be useful for selecting good employees, but it also can be used in part to help predict employee turnover. As employers invest an ample amount of money and resources into their employees, employers are devoted to maintaining their workforce and preventing turnover. Organizations interested in reducing employee turnover should consider employee level of OCB, as evidence shows that OCBs are negatively related to turnover intentions and actual turnover (Podsakoff et al., 2009). Such results indicate that employees who more frequently commit OCBs are

less likely to consider leaving an organization, much less actually leave it. Lower levels of OCB are found to significantly predict employee turnover, whereas there was a negative correlation between high levels of OCB and intended turnover (Chen, Hui, & Segó, 1998; Coyne & Ong, 2007). One of the reasons that OCB is a good predictor of turnover is that it includes other behaviors, such as absenteeism and tardiness, which are indicative of an employee distancing from the work place. High OCB levels should reflect an employee's desire and willingness to remain actively involved in the organization. Coyne and Ong found evidence to suggest that culture does not influence such turnover intentions. An employee's level of sportsmanship, however, was found to be a strong negative predictor of intended turnover.

More so than altruistic (OCBI) behaviors that focus on the wellbeing of other individuals, sportsmanship (OCBO) behaviors are focused on cooperation and the good of the organization. One who intends to withdraw from an organization should show a greater decrease in the amount of sportsmanship behaviors exhibited because he or she is choosing to separate him or herself from the organization to which such behaviors are directed. Helping behavior, as Chen et al. suggested (1998), would not be affected because altruistic behaviors are often directed to a fellow coworker or group of individuals within the organization. Overall, employees who had stronger intentions to leave were less likely to perform organizational citizenship behaviors at work; this reflects a lack of desire to be involved in the organization.

In summary, the exhibition and recognition of OCB could assist in selecting employees who are less likely to quickly leave the organization (Chen, Hui, & Segó, 1998; Coyne & Ong, 2007). A decline in an employee's engagement in organizational

citizenship behavior could be predictive of intent to leave (Podsakoff et al., 2009). An organization's awareness of an employee's thoughts about quitting could produce a route of action. Given that hiring a new employee consists of advertising, hiring, and training expenditures as well as potential decrease in efficiency in productivity, an organization should want to be aware of a good employee's dissatisfactions and concerns so that these issues could be addressed in order to prevent him or her from quitting.

### **Antecedents of OCB**

Initially, OCB was studied as a result of positive factors in the job environment such as satisfaction and justice; however, OCB's implications for organizational success have initiated a line of research intended to find ways to subtly yet effectively enhance organizations. Research on antecedents of OCB has offered suggestions for areas to target when attempting to increase employee citizenship behavior in hopes of benefiting the organization. Antecedents of OCB that will be examined in this review are job satisfaction, organizational justice, leader member exchange, and the roles of affect and cognition.

#### **Job Satisfaction**

Organizational Citizenship Behavior was conceptualized as a result of Organ's research with job satisfaction and performance (1977); therefore, it is logical that one of the antecedents for such behavior would be job satisfaction (Bateman & Organ, 1983). Based on social exchange theory (Blau, 1964), workers who felt efforts made by organization officials were somehow beneficial or non-manipulative in intent would be more likely to reciprocate such efforts through performing prosocial behavior. Moorman (1993) found that more cognitive measures of job satisfaction, as opposed to affective

related measures, were highly related to OCB. Employees who are satisfied with their position and treatment are more likely to engage in behaviors that require them to go above and beyond standard expectations. With lower job satisfaction and lower commitment to an organization, the frequency of and desire for performing OCB declines. The relationship becomes reciprocal such that a supervisor and organization that provide an employee with a positive, satisfying work life will benefit from an employee who is more likely to naturally reciprocate such actions.

George and Brief (1992) found that positive moods frequently result in a greater desire to engage in more OCB. Positive moods are typically concomitant with job satisfaction (Netemeyer, Boles, McKee, & McMurrin, 1997), which also results in a higher occurrence of OCB. On a related note, Shoenfelt and Battista (2004) examined whether job or life satisfaction impacted immediate mood state. Their results suggested that employees with positive job or life satisfaction, which would lead to positive mood states, would have greater intentions to engage in OCB.

### **Organizational Justice**

Job satisfaction's relationship with OCB led researchers to examine the role of organizational justice, a construct that influences job satisfaction, in an employee's performance of OCB. Organ (1988) indicated that social equity theory plays a role in a worker's decision to engage in OCB, in that an employee is more likely to exhibit such behaviors if he or she believes the company is treating him or her fairly. Moorman (1991) found support for a causal relationship between perceived organizational justice and OCB; thus, an employee who feels treated fairly will be less likely to feel as if his or her citizenship behavior is being exploited by the organization. As a whole, there was

support for a causal relationship between fairness and OCB, but interactional justice was the dimension of organizational justice that demonstrated a significant relationship to OCB. Interactional justice, one of three components forming organizational justice, suggests that an organization is fair in respect to interpersonal relationships and sharing information with employees. Given that interactional justice has a significant relationship to OCB, fair interpersonal interactions with the supervisor would provide some indication of an employee's value to the organization. Moorman's finding suggests that the supervisor plays an important role in an employee's decision to behave pro-socially because perceptions of supervisor fairness determine whether or not the employee will choose to reciprocate with OCB.

Skarlicki and Latham (1996) took another approach to examining organizational justice and OCB. When attempting to induce OCB in a labor union, they found that perceptions of fairness seemed to partially mediate OCB behaviors directed toward the organization but did not appear to mediate OCBI. They cited two possible explanations for this. Based on social exchange theory (Blau, 1964), the union workers who perceived increased union fairness as a result of the intervention were likely to direct their helping behavior toward the union, which was viewed as the source of enhanced fairness. Also mentioned was McNeely and Meglino's (1994) research that indicated OCBO's, as opposed to OCBI's, were explained by perceptions of equity and recognition. Essentially, organizational justice played a larger role in the performance of OCBO than OCBI, because the employees committing OCBO view the organization as deserving citizenship behavior as a reward for treating its employees fairly. The employees

performing OCBO do not see their coworkers as playing a part in the treatment they receive from the organization.

Another important view of justice comes from the coworkers of those employees who commit OCB. Coworkers view rewards received by a coworker as more fair when they are received due to motives that are not self-serving (Farrell & Finkelstein, 2011). Particularly threatening is OCB perceived as motivated by impression management, which occurs when an employee attempts to exhibit a positive image for personal gain; individuals often respond negatively to those trying to create a better image of themselves for selfish reasons. Liking, however, has been found to influence coworker fairness perceptions. Coworkers more easily accepted pay inequity if the other individual was well-liked. Farrell and Finkelstein's research recognizes the importance of the horizontal relationship of coworkers in regard to perceptions of fairness.

### **Leader Member Exchange**

Another important relationship that serves as an antecedent to OCB is the vertical relationship between supervisors and their subordinates, which is defined as leader member exchange (LMX). Premised on role making, reciprocity, and social exchange theory, LMX assumes that followers will respond to leaders based on tangible and incorporeal rewards given to followers for meeting expectations. Acts of organizational citizenship behavior could meet the reciprocity expectations that leaders expect from followers (Wang, Law, Hackett, Wang, & Chen, 2005). In addition, the good citizenship of the individual promotes the welfare of an entity other than one's self, be it another individual, group, or the organization. Thus, OCB would satisfy a high-quality LMX relationship in which leaders encourage higher-order social needs of followers as

opposed to their own personal needs (Graen & Uhl-Bien, 1995). Wang et al. (2005) found support for the premise that LMX actually serves as a mediator between transformational leadership and OCB, which sustains the notion that transformational leadership serves as social currency that cultivates high-quality LMX.

Lapierre and Hackett (2007) examined OCB in relation to LMX and job satisfaction. They found that conscientious employees perform OCB to augment their quality of LMX. Higher quality LMX positively affects job satisfaction. As stated previously, job satisfaction increases the likelihood of OCB occurrences (Lapierre & Hackett, 2007). In particular, a direct relationship was shown between job satisfaction and trait conscientiousness. Conscientiousness is a factor in predicting OCB as it relates to LMX.

### **Affect versus Cognition**

Affect and cognition in relationship to OCB performance also have been examined for their roles as antecedents to OCB. Early research on the construct of OCB revealed that cognition played an important role in the performance of citizenship behavior (Moorman, 1993; Organ & Konovsky, 1989), implying that citizenship behavior is deliberate and controlled in nature, rather than an unconscious emotional expression. The cognitive drive behind organizational citizenship behaviors indicates that organizations and supervisors can have an influence over the extent of OCB exhibition among employees. Because OCB is not driven by an unconscious expression that is difficult to determine, managers and organizations can determine what encourages an employee to perform OCB.

In the mid 1990's, two separate analyses were conducted related to the construct of OCB. In one, Organ and Ryan (1995) showed little support for affect or mood-trait measures as predictors of organizational citizenship behavior. On the contrary, Van Dyne et al. (1995), on the basis of their meta-analysis, acknowledged six affective states (low satisfaction with something specific, affective commitment to distal target, involved in a cause, justice expectations violated, psychological contract violated, moderate alienation) that correlated with OCB. Organ (1997), however, disagreed with the need for these dimensions based on individual differences. Instead, he preferred to consider these states under the umbrella of a general level of workplace morale.

The recognition of cognition's role in the performance of organizational citizenship behaviors in conjunction with the growing awareness of the benefits of OCB led to an interest in what motivates employees to engage in OCB. This literature review will proceed to discuss motives behind an employee's decision to participate in organizational citizenship behavior.

### **Motives of OCB**

To gain a greater understanding of the causes of OCB, Rioux and Penner (2001) took a functional approach to examining the motivation behind engaging in organizational citizenship behaviors. They considered prosocial values, organizational concern, and impression management as sources of motivation for OCB. Examining these motives in light of the different types of OCB leads to the following hypothesis.

*Hypothesis 1:* Different types of motives will result in the performance of different types of OCB.

## **Prosocial Values**

As defined by Brief and Motowidlo (1986), prosocial behaviors are voluntary actions, such as helping and sharing, that are performed with the intention of benefiting others. Employees with prosocial values genuinely value the wellbeing of their coworkers and others in their organization. The need to be helpful, which is seen as the root of prosocial values, is a generally enduring characteristic (Halbesleben et al., 2010). Although the organization may benefit from an employee's prosocial values, it does so coincidentally, as the true intention of such behavior is to benefit other individuals. It is suggested that organizational citizenship behavior performed by employees with prosocial values are more frequently directed toward individuals (Rioux and Penner, 2001); thus,

*Hypothesis 1a:* Individuals who perform OCB due to prosocial values are more likely to engage in OCBI than OCBO.

## **Impression Management**

Impression management occurs when an employee works to build a positive self-image for personal gain rather than for the benefit of others. Hui et al. (2000) acknowledged that employees who are being considered for a promotion are more likely to engage in OCB before their promotion; this OCB decreases upon receiving the promotion. This failure to continue performing OCB is indicative of one who is trying to impress a supervisor in order to be perceived as a positive component of the organization.

Bowler and Brass (2006) acknowledged that impression management could serve as a predictor of interpersonal citizenship behavior (i.e., behaviors that make up OCBI) if there is a possibility that an influential third party could witness such behavior. The

support found for their hypothesis that friends of influential people benefit from interpersonal citizenship behavior (ICB) implies that impression management motivates helping behavior toward individuals. Given the role of helping behavior in OCBI, it could be expected that employees who perform OCB due to impression management would likely direct such behavior toward higher-status individuals. This notion presupposes that employees of a higher status would be less likely to direct their citizenship behaviors toward employees of a lower status. Thus, the following hypothesis is predicted:

*Hypothesis 1b:* Individuals who perform OCB due to impression management are more likely to engage in OCBI than OCBO.

### **Organizational Concern**

Whether they explicitly or implicitly acknowledging the reciprocal relationship between the organization and the employee, employees are concerned for the wellbeing of the organization that provides them with a job. Without the organization functioning effectively, the employee will likely have to look for a new job. Employees motivated by organizational concern show interest in giving back to the organization that has treated them well and fairly. The employees' actions are rooted in social exchange theory in that these actions are viewed as an exchange directed toward the organization that has treated them well. Organizational concern is composed of two factors (Halbesleben et al., 2010). The first component requires the individual to feel associated with the organization that it wants to help. The second is that the employee trusts that the good of the organization impacts the good of each individual in the organization; thus,

*Hypothesis 1c:* Individuals who perform OCB due to organizational concern are more likely to engage in OCBO than OCBI.

In summary, previous research (e.g. Bowler and Brass, 2006; Halbesleben et al., 2010; Hui et al., 2000; Rioux and Penner, 2001) strongly supports the notion that different motives will influence the performance of different types of OCB, that is OCBI or OCBO. The above hypotheses align with those predicted by Newland's (2012) study; however, this current study will examine those predictions with regard to the role that coworker liking plays in the commitment of organizational citizenship behavior. The following paragraphs will expand on coworker liking and how it plays a role in the performance of OCB.

### **Coworker Liking**

Coworker liking has been found to be positively related to organizational commitment and job satisfaction (Fay & Kline, 2011). The relationship of coworker liking with job satisfaction, which is a commonly studied antecedent of OCB, would suggest that coworker liking has a link to the performance of organizational citizenship behaviors. Although little research has been done on the effects of coworker liking and OCB, there have been recent studies that examine components similar to coworker liking, such as friendship and popularity, and their relationship with OCB. These studies will be reviewed, as will OCB's relationship with Team Member Exchange (TMX), in the following paragraphs.

### **Friendship and Popularity**

Scott and Judge (2009) examined the role of popularity in light of OCB. They found that more popular coworkers were recipients of OCB more often than were less

popular coworkers. Among full-time employees, Scott and Judge found a correlation between popularity and interpersonal liking ( $r = .55, p < .05$ ), which indicates liking plays a role in who is targeted to receive OCB.

Bowler and Brass (2006) found that the degree of friendship, which includes a component of liking for another person, served as a positive predictor of interpersonal citizenship behavior (ICB). ICB is commonly compared to OCBI although it differs in that ICB requires a specific recipient as opposed to OCBI's target of individuals in general. Bowler and Brass's finding suggests that employees will perform helping behaviors for employees they consider to be their friends. The significant relationship found between the strength of the friendship and ICB performance suggests that individuals perform more ICB for their close friends. Given the relationship between friendship and ICB, I propose the following hypothesis:

*Hypothesis 2: Different levels of coworker liking will lead to the performance of different types of OCB.*

### **Team Member Exchange**

While LMX focuses on a vertical relationship between the employee and supervisor, Team Member Exchange (TMX; Seers, 1989) centers on the horizontal social exchange relationship of coworkers. High quality TMX relationships will use OCB as a means of reciprocation towards coworkers, indicating gratitude and value for social exchange relationships (Kamdar & Dyne, 2007). TMX was found to be a positive predictor for helping coworkers. Managers should consider employees who more frequently exhibit OCBI behaviors for positions that involve TMX relationships, so the organization can gain the benefits that come along with the success of a functional team.

Ozer (2011) found that TMX served as a mediator for OCBI but not OCBO. This finding suggests that a relationship with coworkers is important in the performance of organizational citizenship behaviors directed toward individuals; however, it does not play a role in the decision to perform OCBO. This finding leads to the following hypotheses:

*Hypothesis 2a:* Employees who like their coworkers are more likely to perform OCBI than OCBO.

*Hypothesis 2b:* Employees who dislike their coworkers are more likely to perform OCBO than OCBI.

*Hypothesis 2c:* Employees who like their coworkers are more likely to perform higher levels of OCBI than are coworkers who dislike their coworkers.

*Hypothesis 2d:* Employees who dislike their coworkers are more likely to perform OCBO than are employees who like their coworkers.

### **Study 1: Motives and Coworker Liking in Relation to OCB**

#### **Method**

##### **Participants**

Participants were 279 college students enrolled in psychology courses at a mid-sized southeastern university. Participants in this study were promised anonymity. For their participation in this study, students may have received credit toward research involvement requirements for their courses. In order to help ensure participants were paying attention to the study's manipulation, a manipulation screen was included. Of the 279 participants, 177 passed the manipulation screen. The majority of participants

claimed a major other than psychology (53.4%) or were undecided (7.4%) as to their major; 39.2% were psychology majors.

Of the 177 participants who passed the manipulation screen, 40.1% were male and 59.9% were female. The participants had a mean age of 20.61 years ( $SD = 3.77$ ). The majority of the sample identified as White/Caucasian (87%); the remainder identified as African American/Black (6.2%), Asian (2.8%), Hispanic/Chicano/Latino (2.8%), Middle Eastern (0.6%), and Native Hawaiian/Other Pacific Islander (0.6%).

Participants had an average of 3.51 ( $SD = 3.77$ ) years of work experience. Just over half (51%) of the sample held a job at the time of the study. The majority of the employed participants held part-time jobs (44.6%); only 3.4% held full-time jobs. Some 24.3% of participants had experience as a server in a restaurant. Table 1 presents the number of participants in each Motive x Liking condition.

Table 1

*Study 1 Demographics – Number of participants per condition*

Motive Type	<u>Degree of Coworker Liking</u>		
	Strongly Like	Neither Like Nor Dislike	Strongly Dislike
Impression Management	20 (11.3%)	24 (13.6%)	20 (11.3%)
Prosocial Values	16 (9.0%)	16 (9.0%)	16 (9.0%)
Organizational Concern	22 (12.4%)	25 (14.1%)	18 (10.2%)

## Design

This study used a 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Low Neutral, Strongly Like) factorial design.

## Instrument Development

A calibration study was used to develop a reliable operationalization of the levels of liking, which describe the extent to which the character in the vignette likes his/her coworkers. T-tests were conducted on each level of liking compared to adjacent levels of liking. P-values were adjusted for multiple comparisons. The results of these t-tests are depicted in Table 1. Each degree of liking proved to be significantly different from its adjacent degree of liking. Table 2 illustrates the means and standard deviations for the six items. The specific wording for each liking item may be found in Appendix A.

Table 2

*Means, Standard Deviations, T-values, and P-values*

Item	N	Minimum	Maximum	<i>M</i>	<i>SD</i>	t	df	p
Strongly Like	31	3.00	5.00	4.65	.55	46.97	30	.000
Like	31	3.00	5.00	3.90	.54	40.33	30	.000
High Neutral	31	3.00	5.00	3.61	.56	36.02	30	.000
Low Neutral	31	2.00	4.00	3.26	.51	35.27	30	.000
Dislike	31	2.00	4.00	2.81	.60	26.00	30	.000
Strongly Dislike	31	1.00	4.00	2.42	.72	18.71	30	.000

## Measures

Lee and Allen's (2002) scale measuring OCBO and OCBI (see Appendix B) was used to measure the type of OCB the server would likely perform. Participants were asked to role-play a restaurant server in one of nine different vignettes and to use a 7-

point scale (1=*never*, 2= *rarely*, 3 = *occasionally*, 4 = *sometimes*, 5 = *frequently*, 6 = *usually*, 7=*always*) to designate how often they would engage in the behaviors identified in the scale items. Eight scale items assessed OCBI behaviors and eight items assessed OCBO behaviors. The estimated reliability for the OCBI scale is .83 and for the OCBO scale is .88.

## **Procedure**

Data were collected via paper surveys. The voluntary, anonymous, and confidential nature of students' participation was indicated in the introduction to the instrument. Students completed a demographics questionnaire (see Appendix C) that inquired about their age, race, gender, major, and work status. Students were assigned to one of nine scenarios (see Appendix D). Participants read a brief vignette describing a restaurant server's job, the server's motive (Organizational Concern, Prosocial Values, or Impression Management), and how much the server likes his or her coworkers (Strongly Like, Neither Like nor Dislike, Strongly Dislike). Upon reading the vignette, participants were to assume that they are the server in the scenario. Before answering questions about the likelihood of the server engaging in 16 different OCB behaviors (see Appendix B), participants responded to three basic reading comprehension questions about the vignette that served as a manipulation screen (see Appendix E).

## **Results**

To address Hypotheses 1 and 2, which respectively stated that different types of motives will lead to the performance of different types of OCB and different levels of coworker liking will lead to the performance of different types of OCB, difference scores were used to code OCBO and OCBI into a single dependent variable. OCBI was

subtracted from OCBO. A 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way ANOVA (see Appendix G) using the OCB difference score as the dependent variable revealed a significant main effect for motive,  $F(2, 164) = 7.53$ ,  $MSE = 324.89$ ,  $p < .001$ ,  $\eta = .084$ . There was no main effect for Level of Coworker Liking; thus, Hypothesis 2 was not supported. There was no interaction for Type of Motive by Level of Coworker Liking. A Tukey's HSD post hoc analysis ( $p < .05$ ) investigated the significant main effect for Motive and indicated that the mean score for Prosocial Values ( $M = 9.17$ ,  $SD = .95$ ) was significantly lower than the means for Organizational Concern ( $M = 13.97$ ,  $SD = .83$ ,  $p < .001$ ) and Impression Management ( $M = 12.68$ ,  $SD = .84$ ,  $p < .017$ ). The data suggest that individuals who are motivated by prosocial values engage in OCBO significantly less than do individuals motivated by impression management or organizational concern; however, those with prosocial values still engage in OCBO more than OCBI. Because all individuals were more likely to be motivated to perform OCBO than OCBI, Hypothesis 1, which stated that different types of motives will result in the performance of different types of OCB, was not supported.

A 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way ANOVA was conducted with OCBI as the dependent variable (see Appendix H) to examine whether Motive type and higher Level of Coworker Liking led employees to engage in more OCBI behaviors compared to those who disliked their coworkers. There was a significant main effect for Motive on OCBI performance,  $F(2, 165) = 3.098$ ,  $MSE = 125.50$ ,  $p < .048$ ,  $\eta = .036$ . Employees who Strongly Like their coworkers are more

likely to perform OCBI when motivated by Prosocial Values than those motivated by Organizational Concern or Impression Management. A Tukey's HSD post hoc analysis used to investigate the significant main effect for Motive indicated no significant differences between the different motive types. Marginal means are graphed in Appendix I. There was no significant interaction between the effects of Motive and Level of Coworker Liking on OCBI performance. There was no significant effect for coworker liking on OCBI. Hypothesis 2c, which stated that employees who like their coworkers are more likely to perform higher levels of OCBI than are coworkers who dislike their coworkers, was not supported.

To examine Hypothesis 2d, a 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way ANOVA was conducted with OCBO as the dependent variable (see Appendix J). There was a significant main effect for motive on OCBO performance,  $F(2, 166) = 10.27$ ,  $MSE = 375.45$ ,  $p < .000$ ,  $\eta = .11$ . A Tukey's HSD post hoc analyses revealed that Organizational Concern ( $M = 57.19$ ,  $SD = 5.36$ ) resulted in significantly more OCBO than did Pro-Social Values ( $M = 52.35$ ,  $SD = 6.32$ ) and Impression Management ( $M = 53.13$ ,  $SD = 6.84$ ), which did not differ from each other. There was no significant main effect of Level of Coworker Liking on whether employees would perform OCBO; thus, Hypothesis 2d was not supported. There was a significant interaction between the effects of Motive and Level of Coworker Liking on OCBO,  $F(4, 166) = 2.52$ ,  $MSE = 91.90$ ,  $p < .05$ ,  $\eta = .057$  (see Appendix K), which indicated that when employees strongly like their coworkers, there is no difference across motive type in OCBO ( $M = 54.40$ ,  $SD = 6.52$ ); however when employees either strongly like or neither

like nor dislike their coworkers, they are more likely to engage in OCBO if their coworkers are motivated by Organizational Concern than if coworkers are motivated by Pro-Social Values or Impression Management. Marginal means are graphed in Appendix K.

The matrix containing the bivariate correlations between independent and dependent variables in Study 1 may be found in Appendix L. There was a significant positive correlation between OCBI and OCBO,  $r(173) = .46, p < .000$ , suggesting individuals who engage in one type of OCB are also likely to engage in the other type of OCB.

### **Discussion**

The purpose of this study was to further examine the relationship between motives for engaging in OCB (Impression Management, Organizational Concern, Prosocial Values), how much an employee likes his/her coworkers (Strongly Like, Neither Like nor Dislike, Strongly Dislike), and the type of OCB performed (OCBI, OCBO). Newland (2012) found that there were no differences in type of OCB performance based on motive and that all motive types were more likely to result in OCBO. The results of the current study were consistent with those findings. The results of Newland's study (2012) and the current study did not support Hypothesis 1, which predicted that different types of OCB motives would result in different types of OCB (i.e., OCBI or OCBO).

Again consistent with Newland's (2012) results, Hypotheses 1a, that individuals who perform OCB due to Prosocial Values are more likely to engage in OCBI than OCBO, and 1b, that individuals who perform OCB due to Impression Management are

more likely to engage in OCBI than OCBO, were not supported by the results of the current study. Hypothesis 1c, that individuals who perform OCB due to Organizational Concern are more likely to engage in OCBO than OCBI, was supported by the results of the current study. Contrary to predictions made in Hypotheses 1a and 1b, the data suggest that employees motivated by prosocial values and impression management will engage in more OCBO behaviors; this is contrary to previous research (Bolino, 1999; Rioux & Penner, 2001). Although the results of the current study were in line with Rioux and Penner's (2001) research and did support the Hypothesis C prediction that the organizational concern motivation would lead to engagement in OCBO behaviors, individuals were more likely to engage in OCBO behaviors regardless of motive.

Simply stated, consistent with Newland's (2012) results, this study suggests that employees are more likely to direct OCB toward the organization than toward their coworkers. Newland suggested that the vignette she used might have described the central character's relationship with his/her coworkers in a way that may have influenced participants to feel ambivalent toward their scenario coworkers and not to want to direct OCB toward them. For this reason, the current study incorporated a statement to more explicitly indicate the extent to which the character in the vignette liked his or her coworkers (Strongly Like, Neither Like nor Dislike, Strongly Dislike); however, how much the character liked his or her coworkers did not influence whether the employee chose to engage in OCBI or OCBO. Thus, Hypotheses 2 and its variants were not supported by the results. The current result was contrary to expectations based on previous research (e.g., Bowler & Brass, 2006; Scott & Judge, 2009). When further examining the design of Study 1, it was realized that two of the items in the manipulation

screen related to the vignette character's motivation for engaging in OCB, but there were no items related to how much the character liked his or her coworkers. Although the manipulation screen was incorporated into Study 1 for the purpose of ensuring that participants were concentrating on the vignette and attending to employee motivation, there was nothing in the screen to encourage participants to attend to degree of liking. Accordingly, Study 2 was conducted with two additional manipulation screen items that questioned the participant about the character's relationship with his or her coworkers.

## **Study 2: Motives and Coworker Liking in Relation to OCB with Coworker Liking Items Included in the Manipulation Screen**

### **Method**

#### **Participants**

Participants were 92 college students enrolled in psychology courses at a mid-sized southeastern university. Participation was anonymous. For their participation in this study, students may have received credit toward research involvement requirements for their courses. A manipulation screen (Appendix M) that screened participants was included in the study. Participants were screened on the items addressing Motivation. Of these participants, 55 passed the manipulation screen. Of the participants who passed the manipulation screen, psychology majors composed 45.5% of the sample. The rest of the sample was composed of individuals who declared majors other than psychology (52.7%) or were undecided as to their major (1.8%).

Of the 55 participants who passed the manipulation screen, 30.9% were male and 69.1% were female. These participants had a mean age of 21.40 years ( $SD = 5.12$ ). The majority of the sample identified as White/Caucasian (87.3%), and the remainder

identified as African American/Black (3.6%), Asian (1.8%), Hispanic/Chicano/Latino (5.5%), and Middle Eastern (1.8%).

Participants had an average of 4.23 ( $SD = 5.51$ ) years of work experience. At the time of administration, the majority of the sample worked part-time (58.2%); the rest of the sample worked full-time (5.5%) or did not currently work (36.4%). Some 23.6% of participants had experience as a server in a restaurant; while 76.4% of participants reported no experience serving in a restaurant. Table 4 presents the number of participants in each motive x liking condition.

Table 4

*Study 2 Demographics - Number of participants per condition*

Motive Type	<u>Degree of Coworker Liking</u>		
	Strongly Like	Neither Like Nor Dislike	Strongly Dislike
Impression Management	7 (12.7%)	5 (9.1%)	7 (12.7%)
Prosocial Values	5 (9.1%)	6 (10.9%)	5 (9.1%)
Organizational Concern	4 (7.3%)	7 (12.7%)	9 (16.4%)

## **Design**

As in Study 1, Study 2 used a 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Low Neutral, Strongly Like) factorial design.

## **Measures**

The measures used in Study 2 were the same as those used in Study 1, except for the inclusion of three additional items in the manipulation check. To make the coworker

liking manipulation more salient, two of the new items inquired about the relationship the character in the vignette had with his or her coworkers. These items designed to tap into coworker liking are Items 4 and 5 on the Manipulation Screen for Study 2 and may be found in Appendix I. Although two liking items were added to the manipulation screen, participants were only screened on Item 1 (What prompted the meeting between you and your manager?) and the two items addressing motive. A third item asked whether participants had been involved with Study 1.

In addition, the name of the employee's manager in the scenario was changed from Alex in Study 1 to Cameron in Study 2. Although both of these names were used because they are supposed to be gender neutral, most participants perceived Alex (68.9%) and Cameron (58.2%) to be males, and few participants identified Alex and Cameron as female (Alex – 8.5%, Cameron – 18.2%); about a quarter of the participants did not consider the gender of Alex (22.6%) or Cameron (23.6%). Participant perception of Alex's and Cameron's gender may have been influenced by the fact that they were portrayed as the manager.

## **Procedure**

Study 2 followed the same as the procedure used in Study 1.

## **Results**

The same analyses conducted for Study 1 were conducted for the data collected for Study 2. A 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way ANOVA with OCBI and OCBO coded into a single dependent variable via the use of differences scores (OCBO-OCBI; see Appendix N) revealed a significant main

effect for Motive,  $F(2, 46) = 3.72$ ,  $MSE = 120.45$ ,  $p = .032$ ,  $\eta = .139$ . A Tukey's HSD post hoc analysis ( $p < .05$ ) indicated those motivated by Prosocial Values ( $M = 10.50$ ,  $SD = 5.79$ ) were significantly less likely than those motivated by Organizational Concern ( $M = 15.70$ ,  $SD = 6.45$ ). Those motivated by Impression Management ( $M = 14.68$ ,  $SD = 5.08$ ) did not differ from either of the other motives. This finding was similar to the finding in Study 1; however, in Study 1, those motivated by Prosocial Values and Impression were significantly different.

The data suggest that individuals who are motivated by Prosocial Values engage in OCBO significantly less than do individuals motivated by Organizational Concern; however, those motivated by Prosocial Values still engage in OCBO. As all individuals were more likely to be motivated to perform OCBO than OCBI, Hypothesis 1, which stated that different types of motives will result in the performance of different types of OCB, was not supported. This is consistent with the results in Study 1.

The main effect for Level of Coworker Liking failed to reach significance ( $p = .061$ ,  $\eta = .115$ ). Compared to the p-value of .935 found for Liking in Study 1, the p-value of .061 found in Study 2 with the more salient liking manipulation was closer to being significant. Nevertheless, the results of Study 2 did not support Hypothesis 2, which stated that different levels of coworker liking will lead to the performance of different types of OCB.

A 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way ANOVA was conducted with OCBI as the dependent variable (see Appendix O) to examine whether different motive types and higher level of coworker liking led

employees to engage in more OCBI behaviors compared to those who disliked their coworkers. There were no significant main effects for Motive ( $p = .09$ ,  $\eta = .098$ ) or for Liking ( $p = .06$ ,  $\eta = .113$ ); nor was there a significant interaction ( $p = .55$ ,  $\eta = .06$ ). Hypothesis 2c was not supported.

To examine Hypothesis 2d, a 3 (Motive: Impression Management, Organizational Concern, Prosocial Values) x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way ANOVA was conducted with OCBO as the dependent variable (see Appendix P). There were no significant main effects nor was there a significant interaction. Hypothesis 2d was not supported.

The matrix containing the bivariate correlations between independent and dependent variables and the Liking manipulation check items in Study 2 may be found in Appendix J. There was a significant positive correlation between OCBI and OCBO,  $r(55) = .72$ ,  $p < .000$ , suggesting individuals who engage in one type of OCB are also likely to engage in the other type of OCB. As expected, the two manipulation check items assessing coworker liking were significantly correlated,  $r(55) = .56$ ,  $p < .000$ . The item asking how likely the server would be to join his/her coworkers for pizza was significantly correlated with OCBI,  $r(55) = .34$ ,  $p < .01$ .

## **Discussion**

The sample size of 55 participants was relatively small in Study 2. The results for Study 2 failed to indicate any findings other than those already identified in Study 1. Hypothesis 1, which predicted that different types of OCB motives would result in different types of OCB (i.e., OCBI, OCBO), was not supported in Study 2; thus, there were no differences in type of OCB performance based on motive and that all motive types were

more likely to result in OCBO. As with the Study 1, Hypothesis 1c, that individuals who perform OCB due to organizational concern are more likely to engage in OCBO than OCBI, was supported, but the Prosocial Values and Impression Management motives also lead to OCBO engagement; thus, Hypotheses 1a (Individuals who perform OCB due to prosocial values are more likely to engage in OCBI than OCBO) and 1b (Individuals who perform OCB due to impression management are more likely to engage in OCBI than OCBO) were not supported.

Although the more salient liking manipulation came closer to producing a significant main effect for Liking, the results of Study 2 did not support Hypothesis 2 that different Levels of Coworker Liking would lead to different types of OCB. Accordingly, the variants of Hypothesis 2 (i.e., Hypotheses 2a-2d) were not supported.

The lack of significance for an effect of Liking in Study 2 likely is due to the relatively small sample of participants, only one third of the number of participants in Study 1. Although the level of coworker liking did not significantly predict engaging in OCBI behaviors, the p-value was much closer to significant for level of coworker liking in Study 2 ( $p = .06$ ) than in Study 1 ( $p = .16$ ), suggesting that the additional items addressing coworker relations that were added to the manipulation screen had some effect.

Even though Study 1 introduced a component of coworker liking to the vignette and Study 2 attempted to make this coworker liking component more salient, participants in these studies still were more likely to engage in behaviors to help the organization than in behaviors to help coworkers. As stated previously, as coworker liking became more salient, the results for Liking approached significance. Perhaps a lack of finding

significant results for level of coworker liking and motive on OCBI was due to a weak manipulation of coworker liking; however, the results of Newland's (2012) study, the current Study 1, and the current Study 2 all suggested that employees are more likely to perform OCBO regardless of motive type. Given the results of the three aforementioned studies, perhaps, contrary to previous literature (e.g., Bolino, 1999; Bowler & Brass, 2006; Scott & Judge, 2009), impression management and prosocial motives truly do not lead employees to engage in more OCBI. Future research should seek to strongly manipulate the degree to which an employee likes his or her coworkers to determine whether greater salience of the relationship with one's coworkers as a whole or with coworkers on an individual level causes employees to engage in different types of OCB. Perhaps future research should use field studies to examine motive and coworker liking, as such studies would be less confounded by factors related to role-playing an employee. A suggestion would be to record instances of OCBI and OCBO performed by each employee in an organization. Considering the strong correlation of the item addressing how likely the server would be to get pizza with his or her coworkers with Level of Coworker Liking, members of the organization could be asked to report how frequently they spend time with their coworkers outside of the workplace. This type of study would eliminate the need for participants to assume the mindset of another and provide information about their actual behavior.

### **General Discussion**

The results of the current study imply that neither the degree to which one likes his or her coworkers nor one's motive will influence one's willingness to engage in OCBI toward coworkers. With this in mind, organizations should seek other ways to encourage

employees to engage in OCBI. One way of doing so might be to enhance positive feelings toward one's job through focusing on various components of job satisfaction. These positive feelings toward the job (affective job satisfaction) have been found to motivate OCBI (Lee & Allen, 2002). Another source of increasing OCBI could be motivating employees to engage in more OCBO. Both current studies revealed a significant correlation between the two types of OCB; thus, the performance of one type of OCB (e.g., OCBO) would enhance the performance of the other type of OCB (e.g., OCBI).

### **Limitations**

A major limitation to this study related to the university requirements for participation in research without providing a means to monitor the quality of participation. Many participants failed to spend adequate time carefully reading the vignette and accurately responding to the items on the questionnaire. While the loss of participants reduced the sample size and power for the analyses for both studies, this loss of participants was especially detrimental to Study 2, as some conditions were left with as few as 4 or 5 participants. Accordingly, it is suggested that this study be replicated with a larger sample size.

Studies 1 and 2 were limited in that only participants enrolled in psychology courses were recruited for the study. In addition, these students were all enrolled in courses at a single university. The samples were relatively young (Study 1:  $M = 20.61$ ,  $SD = 3.77$ ; Study 2:  $M = 21.40$ ,  $SD = 5.12$ ) and had relatively few years of work experience (Study 1:  $M = 3.51$ ,  $SD = 3.77$ ; Study 2:  $M = 4.23$ ,  $SD = 5.51$ ), which could pose a barrier to generalization of these findings to a typical work force.

Another possible limitation of the current study was that participants might have found it difficult to fully engage in the role-play of the restaurant server. Only 24.14% of all participants had experience as a restaurant server, which would indicate that the remaining 75.86% of participants could have had a more difficult time relating to the character in the vignette. For those who had not worked before, role-playing an employee in general could have been challenging.

In addition, both studies were limited in that participants were not screened on passing the liking manipulation items. Study 1 did not include items that tapped into coworker liking in the manipulation screen. This limitation to Study 1 was addressed by including two items that addressed coworker liking in Study 2; however, the two items addressing coworker liking in Study 2's manipulation screen (Appendix I) were not used to screen participants for whether they attended to the liking manipulation. None of the participants indicated that they did not like their coworkers in Item 4 (How much do you like your coworkers?), and only 14.5% reported Neither Liking nor Disliking; 85.5% reported Liking or Strongly Liking their coworkers. When the degree of Coworker Liking was made more salient in the study's manipulation, results approached significance for a main effect of Coworker Liking on type of OCB performed; however, Nisbett and Wilson's (1977) research suggests that people are often unaware of the existence of a stimulus, and accurate reports about cognitive processes will occur if influential stimuli are salient. This suggests that the manipulation simply may not have been strong enough to elicit an accurate response from participants. The liking manipulation could have been strengthened by having coworkers anticipate the pleasant times they might enjoy with their coworkers. This acquiescence to social desirability

precluded screening participants on accurately reporting the degree of liking portrayed in the scenario. Although Item 5 (Your coworkers are getting together for pizza on Monday night. How likely are you to join them?) correlated significantly with coworker liking ( $r(55) = -.53, p < .000$ ; Appendix Q), this was not a direct enough measure to use to screen out participants.

### **Conclusion**

In summary, the current studies examined the relationship among motives of OCB, the degree to which one likes one's coworkers, and the type of OCB performed. The results showed that participants were more likely to engage in OCBO regardless of motive type or feelings toward coworkers. As such, the results of the first study suggest that neither motives nor feelings towards coworkers matter when predicting whether OCBI or OCBO will be performed. Study 1's results do, however, indicate the presence of a significant positive relationship between OCBI and OCBO, which suggests that an organization's successful attempts to increase one type of OCB also will lead to an increase in the other type of OCB. Study 2 showed that the influence of the degree to which one likes his or her coworkers on OCB is approaching significance; this suggests that with a larger sample size, data will provide support for a relationship of Coworker Liking and OCB. Since organizations seek to reap the benefits of employee engagement in OCB (e.g., Coyne & Ong, 2007; Podsakoff et al., 1997; Van Dyne & LePine, 1998), researchers should continue to expand the literature on OCB.

Appendix A:  
Liking Items in Study 1

**Strongly Like**

You arrive at work and greet all of your fellow coworkers **with whom you have a working relationship and frequently enjoy spending time with them outside of the workplace.**

Strongly Dislike      Dislike      Neither Like Nor Dislike      Like      Strongly Like

**Like**

You arrive at work and greet all of your fellow coworkers **with whom you have a working relationship and occasionally enjoy spending time with them outside of the workplace.**

Strongly Dislike      Dislike      Neither Like Nor Dislike      Like      Strongly Like

**High Neutral**

You arrive at work and greet all of your fellow coworkers **with whom you have a good working relationship but do not spend time with outside of the workplace.**

Strongly Dislike      Dislike      Neither Like Nor Dislike      Like      Strongly Like

**Low Neutral**

You arrive at work and greet all of your fellow coworkers **with whom you have a working relationship and do not spend time with outside of the workplace.**

Strongly Dislike      Dislike      Neither Like Nor Dislike      Like      Strongly Like

**Dislike**

You arrive at work and greet all of your fellow coworkers **with whom you have a working relationship but prefer not to spend time with outside of the workplace.**

Strongly Dislike      Dislike      Neither Like Nor Dislike      Like      Strongly Like

**Strongly Dislike**

You arrive at work and greet all of your fellow coworkers **with whom you have a working relationship and avoid spending time with them outside of the workplace.**

Strongly Dislike      Dislike      Neither Like Nor Dislike      Like      Strongly Like

Appendix B:

OCBI and OCBO Scale

**Please imagine that you are the employee as described in the scenario. It is important that you think in terms of your beliefs and values. Please respond as you would and indicate on a 7-point scale (1 = *never*, 7 = *always*) how likely you are to perform each of these behaviors.**

1. Show pride when representing the organization in public. (OCBO)
2. Express loyalty toward the organization. (OCBO)
3. Willingly give your time to help others who have work-related problems. (OCBI)
4. Defend the organization when other employees criticize it. (OCBO)
5. Help others who have been absent. (OCBI)
6. Share personal property with others to help their work. (OCBI)
7. Assist others with their duties. (OCBI)
8. Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations. (OCBI)
9. Keep up with developments in the organization. (OCBO)
10. Take action to protect the organization from potential problems. (OCBO)
11. Demonstrate concern about the image of the organization. (OCBO)
12. Adjust your work schedule to accommodate other employees' requests for time off.  
(OCBI)
13. Attend functions that are not required but that help the organizational image. (OCBO)
14. Go out of the way to make newer employees feel welcome in the work group. (OCBI)
15. Offer ideas to improve the functioning of the organization. (OCBO)
16. Give up time to help others who have work or nonwork problems. (OCBI)

Appendix C:  
Demographic Items

1. Please indicate your age. \_\_\_\_\_

2. Please indicate your gender.

\_\_\_\_\_ Female

\_\_\_\_\_ Male

3. Please indicate the **primary** racial or ethnic group with which you identify. (If you are of a multi-racial or multi-ethnic background, indicate that group with which you identify **most of the time**.)

\_\_\_\_\_ African American/Black

\_\_\_\_\_ American Indian/Alaskan Native/Aleut

\_\_\_\_\_ Asian

\_\_\_\_\_ Hispanic/Chicano/Latino

\_\_\_\_\_ Middle Eastern

\_\_\_\_\_ Native Hawaiian/Other Pacific Islander

\_\_\_\_\_ White/Caucasian

\_\_\_\_\_ Other: (Please specify) \_\_\_\_\_

4. Please indicate your major. \_\_\_\_\_

5. How many years of work experience do you have?

\_\_\_\_\_ 0                      \_\_\_\_\_ 6

\_\_\_\_\_ 1                      \_\_\_\_\_ 7

\_\_\_\_\_ 2                      \_\_\_\_\_ 8

\_\_\_\_\_ 3                      \_\_\_\_\_ 9

\_\_\_\_\_ 4                      \_\_\_\_\_ 10

\_\_\_\_\_ 5                      \_\_\_\_\_ 11+

6. Are you currently working?

\_\_\_\_\_ Yes, part-time (less than 40 hours per week)

\_\_\_\_\_ Yes, full-time (40 hours or more per week)

\_\_\_\_\_ No

7. What is your current job title? \_\_\_\_\_

8. Have you ever worked as a server at a restaurant?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

Appendix D:

Vignettes

*Impression Management x Neither Like nor Dislike*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship, but do not spend time with them outside of work. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You want to maintain the positive image you have established with Alex and want to avoid creating a negative image after Alex leaves.

*Impression Management x Strongly Like*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship and frequently enjoy spending time with them outside of the workplace. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You want to maintain the positive image you have established with Alex and want to avoid creating a negative image after Alex leaves.

*Impression Management x Strongly Dislike*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship and avoid spending time with them outside of the workplace. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You want to maintain the positive image you have established with Alex and want to avoid creating a negative image after Alex leaves.

*Prosocial Values x Neither Like nor Dislike*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship, but do not spend time with them outside of work. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You are a helpful person and you want to do what you can to help. You are genuinely concerned with the welfare of others and will do what you can to help others adjust to the change.

*Prosocial Values x Strongly Like*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship and frequently enjoy spending time with them outside of the workplace. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You are a helpful person and you want to do what you can to help. You are genuinely concerned with the welfare of others and will do what you can to help others adjust to the change.

*Prosocial Values x Strongly Dislike*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship and avoid spending time with them outside of the workplace. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You are a helpful person and you want to do what you can to help. You are genuinely concerned with the welfare of others and will do what you can to help others adjust to the change.

*Organizational Concern x Neither Like nor Dislike*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship, but do not spend time with them outside of work. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You feel you are a real part of *Maggie's* and are proud to serve at the restaurant. *Maggie's* has given you a good job and treats you well. *Maggie's* takes care of its employees and you want to help take care of *Maggie's*.

*Organizational Concern x Strongly Like*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship and frequently enjoy spending time with them outside of the workplace. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You feel you are a real part of *Maggie's* and are proud to serve at the restaurant. *Maggie's* has given you a good job and treats you well. *Maggie's* takes care of its employees and you want to help take care of *Maggie's*.

*Organizational Concern x Strongly Dislike*

**Please carefully read the scenario. You will be asked to answer questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. Please imagine that you are in the employee's shoes.**

You work as a server at *Maggie's Roadhouse Grill*. You have been an employee there since the restaurant opened two years ago. *Maggie's Roadhouse Grill* is a popular location for meals and drinks and there is almost always a wait for a table. The restaurant serves a wide variety of food, but the specialty is the steaks that the chef cooks to perfection. The restaurant is closed on Sundays, but this has never seemed to hurt the business.

You arrive at work and greet all of your fellow coworkers, with whom you have a working relationship and avoid spending time with them outside of the workplace. During your shift, the night manager, Alex, pulls you aside to speak to you about an important issue. This is no big deal, because the managers often do this when they have a new policy or procedure that they would like to go over. You learn Alex's spouse received a new job several hours away and that they will be moving in three weeks. Alex mentions that *Maggie's* will be looking for a replacement manager within the next couple of weeks. Alex smiles and encourages you to have a great shift.

As your shift progresses, you think about how this transition in management might affect you. You feel you are a real part of *Maggie's* and are proud to serve at the restaurant. *Maggie's* has given you a good job and treats you well. *Maggie's* takes care of its employees and you want to help take care of *Maggie's*.

Appendix E:  
Manipulation Screen for Study 1

**Directions: Please circle your response to each of the following questions. Respond to the questions as if you are the employee described in the scenario. It is important that you think in terms of your beliefs and values. You may refer back to the scenario to answer questions, if needed.**

1. What prompted the meeting between you and your manager?
  - a. New menu items
  - b. Customer complaints
  - c. Change in management
  - d. Change in operating hours
  
2. Which statement is the most accurate?
  - a. You like to help people
  - b. *Maggie's* treats its employees well
  - c. You want to have a positive image
  
3. Which statement is most true?
  - a. You want to avoid a negative image
  - b. You want a positive relationship with other employee's at *Maggie's*.
  - c. You are proud to be a server at *Maggie's*
  
4. What gender is the night manager?
  - a. I didn't think about it
  - b. Female
  - c. Male

Appendix F:  
Directions to Participants

**Thank you for participating in my study. Know that if at any time you decide that you no longer wish to participate in the study, you may choose to discontinue your involvement with the study. Completing the questionnaire that is used in this study serves as your informed assent to participate.**

In this study you will read a brief narrative about a server in a restaurant. Your task is to assume that you are this server and to respond to a series of questions as if you were the server in the scenario. It is important that you carefully read the narrative so that you will know how to respond in the role as the featured server.

Before you get to the narrative, you will be asked to complete a few demographic questions that ask your age, sex, race, and about your work experience. You should not put your name on this questionnaire, as your responses will be anonymous; however, we are interested in whether individuals respond differently based on demographic characteristics. For example, do men or women respond differently or do individuals with different majors respond differently?

This research project is the basis for my master's thesis, which is required for me to graduate with my master's degree, so I really appreciate your taking the time to carefully respond.

Once again, first you will provide demographic information, then you will carefully read the narrative about a restaurant server, and then you will respond to several questions as though you are the server described in the narrative.

What questions do you have?

Again, thank you for your participation in this study!

Appendix G:

Study 1: 3 (Motive: Impression Management, Organizational Concern, Prosocial Values)  
x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way  
ANOVA with OCB Difference Score as Dependent Variable

### Tests of Between-Subjects Effects for Study 1

Dependent Variable: OCBDIFF

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	738.235	8	92.279	2.139	.035	.094
Intercept	24127.928	1	24127.928	559.332	.000	.773
MOTIVE	649.770	2	324.885	7.531	.001	.084
LIKE	5.796	2	2.898	.067	.935	.001
MOTIVE * LIKE	71.893	4	17.973	.417	.796	.010
Error	7074.470	164	43.137			
Total	33523.000	173				
Corrected Total	7812.705	172				

a. R Squared = .094 (Adjusted R Squared = .050)

Appendix H:

Study 1: 3 (Motive: Impression Management, Organizational Concern, Prosocial Values)  
x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way  
ANOVA with OCBI as Dependent Variable

**Tests of Between-Subjects Effects for Study 1**

Dependent Variable: OCBI

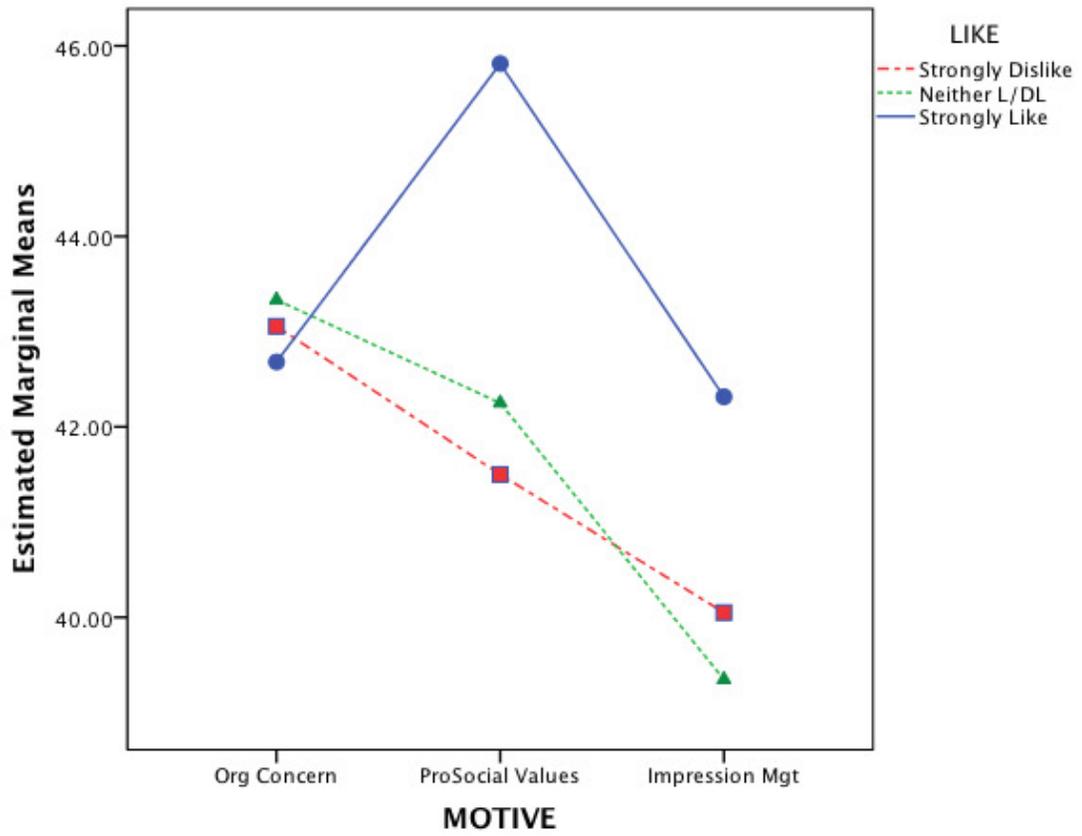
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	545.406 <sup>a</sup>	8	68.176	1.670	.109	.075
Intercept	303732.465	1	303732.465	7439.162	.000	.978
MOTIVE	253.003	2	126.502	3.098	.048	.036
LIKE	152.420	2	76.210	1.867	.158	.022
MOTIVE * LIKE	146.784	4	36.696	.899	.466	.021
Error	6736.761	165	40.829			
Total	316659.000	174				
Corrected Total	7282.167	173				

a. R Squared = .075 (Adjusted R Squared = .030)

Appendix I:

Study 1 Marginal Means for 3 x 3 two-way ANOVA with OCBI as Dependent Variable

**Estimated Marginal Means of OCBI for Study 1**



Appendix J:

Study 1: 3 (Motive: Impression Management, Organizational Concern, Prosocial Values)  
x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way  
ANOVA with OCBO as Dependent Variable

### Tests of Between-Subjects Effects for Study 1

Dependent Variable: OCBO

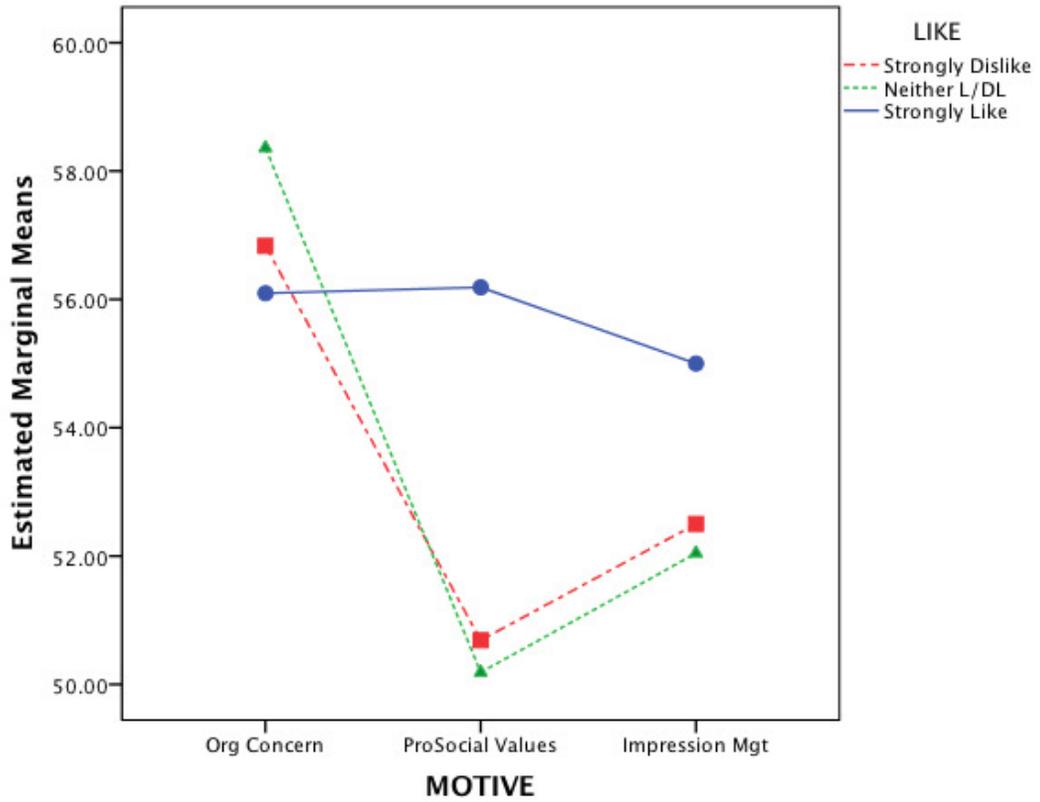
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	1321.661 <sup>a</sup>	8	165.208	4.521	.000	.179
Intercept	502034.491	1	502034.491	13737.731	.000	.988
MOTIVE	750.892	2	375.446	10.274	.000	.110
LIKE	204.179	2	102.090	2.794	.064	.033
MOTIVE * LIKE	367.593	4	91.898	2.515	.043	.057
Error	6066.339	166	36.544			
Total	525276.000	175				
Corrected Total	7388.000	174				

a. R Squared = .179 (Adjusted R Squared = .139)

Appendix K:

Study 1 Marginal Means for 3 x 3 two-way ANOVA with OCBO as Dependent Variable

Estimated Marginal Means of OCBO for Study 1



Appendix L:

Table 5: OCBI, OCBO, and Liking Correlations for Study 1

**OCBI, OCBO, and Liking Manipulation Correlations for Study 1**

		OCBI	OCBO	LIKE
OCBI	Pearson Correlation	<b>1</b>		
	Sig. (2-tailed)			
OCBO	Pearson Correlation	<b>.464**</b>	<b>1</b>	
	Sig. (2-tailed)	<b>.000</b>		
LIKE	Pearson Correlation	<b>.122</b>	<b>.143</b>	<b>1</b>
	Sig. (2-tailed)	<b>.109</b>	<b>.058</b>	
N		<b>174</b>	<b>175</b>	<b>177</b>

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

Appendix M:  
Manipulation Screen for Study 2

**Directions: Please circle the one best response to each of the following questions. Respond to the questions as if you are the server described in the scenario. It is important that you think in terms of your beliefs and values. You may refer back to the scenario to answer questions, if needed.**

1. What prompted the meeting between you and your manager?
  - a. New menu items
  - b. Customer complaints
  - c. Change in management
  - d. Change in operating hours
  
2. Which statement is the most accurate?
  - a. You like to help people
  - b. *Maggie's* treats its employees well
  - c. You want to have a positive image
  
3. Which statement is most true?
  - a. You want to avoid a negative image
  - b. You want a positive relationship with other employee's at *Maggie's*.
  - c. You are proud to be a server at *Maggie's*
  
4. How much do you like your coworkers?
  - a. Strongly Like
  - b. Like
  - c. Neither Like nor Dislike
  - d. Dislike
  - e. Strongly Dislike
  
5. Your coworkers are getting together for pizza on Monday night. How likely are you to join them?
  - a. Very likely
  - b. Likely
  - c. Unsure
  - d. Unlikely
  - e. Very unlikely
  
6. What gender is the night manager?
  - a. I didn't think about it
  - b. Male
  - c. Female
  
7. Have you participated in another study this semester that included a similar scenario?
  - a. Yes
  - b. No

**Now, please turn to the next page and answer the questions there. Be sure to respond to the questions as if you are the server described in the scenario.**

Appendix N:

Study 2: 3 (Motive: Impression Management, Organizational Concern, Prosocial Values)  
x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way  
ANOVA with OCB Difference Score as Dependent Variable

### Tests of Between-Subjects Effects for Study 2

Dependent Variable: OCBDIFF

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	526.051 <sup>a</sup>	8	65.756	2.028	.064	.261
Intercept	9427.274	1	9427.274	290.755	.000	.863
MOTIVE	240.899	2	120.450	3.715	.032	.139
LIKE	193.025	2	96.513	2.977	.061	.115
MOTIVE * LIKE	64.468	4	16.117	.497	.738	.041
Error	1491.476	46	32.423			
Total	12547.000	55				
Corrected Total	2017.527	54				

a. R Squared = .261 (Adjusted R Squared = .132)

Appendix O:

Study 2: 3 (Motive: Impression Management, Organizational Concern, Prosocial Values)

x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way

ANOVA with OCBI as Dependent Variable

**Tests of Between-Subjects Effects for Study 2**

Dependent Variable: OCBI

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	967.765 <sup>a</sup>	8	120.971	1.801	.101	.238
Intercept	89600.387	1	89600.387	1333.709	.000	.967
MOTIVE	336.172	2	168.086	2.502	.093	.098
LIKE	393.098	2	196.549	2.926	.064	.113
MOTIVE * LIKE	207.248	4	51.812	.771	.550	.063
Error	3090.344	46	67.181			
Total	95940.000	55				
Corrected Total	4058.109	54				

a. R Squared = .238 (Adjusted R Squared = .106)

Appendix P:

Study 2: 3 (Motive: Impression Management, Organizational Concern, Prosocial Values)

x 3 (Level of Liking: Strongly Dislike, Neither Like nor Dislike, Strongly Like) two-way

ANOVA with OCBO as Dependent Variable

### Tests of Between-Subjects Effects for Study 2

Dependent Variable: OCBO

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	165.554 <sup>a</sup>	8	20.694	.355	.939	.058
Intercept	157154.674	1	157154.674	2693.620	.000	.983
MOTIVE	10.842	2	5.421	.093	.911	.004
LIKE	41.718	2	20.859	.358	.701	.015
MOTIVE * LIKE	116.719	4	29.180	.500	.736	.042
Error	2683.791	46	58.343			
Total	167469.000	55				
Corrected Total	2849.345	54				

a. R Squared = .058 (Adjusted R Squared = -.106)

Appendix Q:

Table 6: OCBI, OCBO, Liking, and Liking Items Correlations for Study 2

**OCBI, OCBO, Liking, and Liking Items Correlations for Study 2**

		OCBI	OCBO	LIKE	How Much Like	Coworkers Pizza
OCBI	Pearson Correlation	<b>1</b>				
	Sig. (2-tailed)					
OCBO	Pearson Correlation	<b>.719**</b>	<b>1</b>			
	Sig. (2-tailed)	<b>.000</b>				
LIKE	Pearson Correlation	<b>.115</b>	<b>.070</b>	<b>1</b>		
	Sig. (2-tailed)	<b>.402</b>	<b>.612</b>			
How Much Like	Pearson Correlation	<b>.435**</b>	<b>.302*</b>	<b>.315*</b>	<b>1</b>	
	Sig. (2-tailed)	<b>.001</b>	<b>.025</b>	<b>.019</b>		
Coworkers Pizza	Pearson Correlation	<b>.340*</b>	<b>.180</b>	<b>.529**</b>	<b>.556**</b>	<b>1</b>
	Sig. (2-tailed)	<b>.011</b>	<b>.189</b>	<b>.000</b>	<b>.000</b>	
N		<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>

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

\* . Correlation is significant at the 0.05 level (2-tailed).

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