

A Tale of Perception: The Role of Perceived Intent on OCBs and Interpersonal Relationships

C. Justice Tillman

City University of New York

Ericka R. Lawrence

East Carolina University

Joshua J. Daspit

Mississippi State University

Author's Notes

C. Justice Tillman, Narendra P. Loomba Department of Management, Zicklin School of Business, Baruch College, The City University of New York; Ericka R. Lawrence, Department of Management, College of Business, East Carolina University; Joshua J. Daspit, Department of Management and Information Systems, Mississippi State University.

Correspondence concerning this article should be addressed to C. Justice Tillman
55 Lexington Avenue, Box B9-240, New York, NY 10010, Phone: (646) 312-3638, Fax:
(646) 312-3621, Email: justice.tillman@baruch.cuny.edu

Abstract

In this study, attribution theory is used to explore the influence of whether organizational citizenship behaviors (OCBs), perceived as selfish or selfless influence interpersonal relationships. Individuals who engage in OCBs are more likely to be favorably viewed by peers; however, we examine whether peer perceptions of an individual's motive for performing the citizenship behavior influences the trust, loyalty, and respect of interpersonal relationships. An experimental design is used to empirically determine the nature of the relationships, and we find that when individuals perceive OCBs to be selfish, relationship quality is negatively impacted. The theoretical implications of these and related findings are discussed, and future research directions are presented.

Keywords: organizational citizenship behaviors, perceptions, interpersonal relationships

Introduction

Organizational citizenship behaviors (OCBs) have received a considerable amount of scholarly attention since being introduced three decades ago by Bateman and Organ (1983). The construct has developed into an established facet of the organizational behavior and psychology literature given the amount of research conducted on the topic. OCBs are work behaviors that extend beyond work requirements and contribute to the social and psychological context of the firm and support task performance (Organ, 1997). Individuals often engage in OCBs to aid other members of the organization with various task and problems and to create and preserve interpersonal relationships (King, George, & Hebel, 2005; Mossholder, Richardson, & Settoon, 2011; van Dyne & LePine, 1998). Furthermore, OCBs are shown to have an influence on multiple levels of the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Notwithstanding the influences of OCBs in organizations and the extent of research conducted on the topic, the underlying assumptions of the OCB phenomenon still lack comprehensive assessment. A majority of the research focusing on OCBs highlights the positive outcomes that these behaviors have on both individual, group and organizational outcomes (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). However, one aspect of the OCB literature that has been less examined and needs to be further developed is does the social entity known as the “agent’s” (individual engaging in the behavior) motivation for engaging in OCBs impact the interpersonal relationship that is developed with the social entity known as the “target” (recipient of the behavior).

We believe that a major reason for these conclusions are that since its introduction, researchers have generally positioned OCBs in a positive realm (Bolino, Turnley, & Niehoff, 2004). A majority of the literature in this area suggests that supportive supervision, job satisfaction, and commitment result in the performance of OCBs. These behaviors subsequently create positive individual, group, and organizational outcomes (Podsakoff et al, 2000). Because individuals are not directly rewarded for performing OCBs, such behaviors have typically been assumed to be influenced by an individual’s job attitude or disposition (Bolino et al., 2004; Organ, 1990). However, one must consider that the agent may have self-serving purposes for engaging in OCBs due to the enhanced interpersonal relationships that can be developed with target others such as supervisors, peers, and relevant others in the organization (Bolino, Turnley, & Niehoff, 2004; Eastman, 1994; Ferris, Judge, Rowland, & Fitzgibbons, 1994; Rioux & Penner, 2001). When individuals identify a peer or subordinate engaging in OCBs for non-altruistic or instrumental (selfish) purposes, the target or observer’s perception of the agent may be that of a self-serving individual thus, shifting and altering the interpersonal relationship that is being developed and maintained (Banki, 2010; Bolino, 1999; Bowler & Brass, 2006; Rioux & Penner, 2001). Thus, the perceived intent of the OCB will likely have an influential role on the interpersonal relationship creation and preservation.

It is well noted that employees who engage in OCBs to benefit individuals and the organization earn enhanced rewards such as higher performance evaluations and greater promotions (Motowidlo & Van Scotter, 1994; Van Scotter, Motowidlo, & Cross, 2000). However, research on the perception of an individual’s motives for performing OCBs is less developed and has some inconsistencies. For example, studies have shown that perceptions of impression management and similar non-altruistic tactics influence OCB outcomes (Allen & Rush, 1998; Bolino, 1999; Bowler & Brass, 2006; Rioux & Penner, 2001), yet research also suggests that when selfish motives exist, the outcomes of OCBs are not influenced by the

motives (Fandt & Ferris, 1990; Podsakoff et al., 1993). Furthermore, it is shown that altruistic behaviors positively influence performance (Sosik, Jung, & Dinger, 2009), yet Grant and Mayer (2009) state that research on prosocial (altruistic) motives and OCBs has produced inconsistent results. Thus, we attempt to reconcile previous findings and provide a more micro-level understanding of the influences of such intentions with respect to OCBs, we further examine the influences of selfish and selfless motives of OCBs on interpersonal relationships.

Additionally, research on interpersonal relationships suggests that people view interpersonal relationships differently and propose that the rules that govern these relationships also vary (Jehn & Shah, 1997). Although many questions have been answered about the impact of various factors on interpersonal relationship, further research is needed to understand more of the processes involved in the development and maintenance of these relationships among organizational members. Having this information is extremely important given that productive interpersonal relationships are important to organizations as healthy interpersonal relationships may provide substantial competitive advantages to such organizations (Jones & George, 1998; Shah & Jehn, 1993).

While there are numerous indicators for high-quality interpersonal relationship (Dutton & Heaphy, 2003), we focus in the current manuscript on trust, loyalty, and respect. We chose these factors as subsets and substitutes of them have been shown in previous research to represent the best indicators of such high-quality interpersonal dyadic relationships (Bove & Johnson, 2001; Dienesch & Liden, 1986; Liden & Graen, 1980; Zhou, Wang, Chen, & Shi, 2012). Specifically, trust and loyalty have been considered strong valuable social resources in these relationships (Demerouti et al., 2001). Therefore, it seems reasonable that interpersonal relationship quality can be considered a latent construct comprised of the aforementioned dimensions.

To this end, we offer that the primary contribution of the current study is two-fold. First, we propose that individuals who engage in OCBs influence the quality of their interpersonal relationships (i.e., trust, loyalty, and respect). Second, we examine the influences of perceived intent of OCBs on these interpersonal relationships. To accomplish these goals, the researchers examine the conceptual relationships depicted in Figure 1. Specifically, we hypothesize that interpersonal relationships are altered given the perceived selfish or selfless intent of the agents motive to perform the OCB. Based on the tenets of attribution theory, we propose that agents perceived as performing OCBs for altruistic (selfless) reasons will have higher-quality interpersonal relationships compared to individuals perceived as having instrumental (selfish) intent. The examination of these relationships is important theoretically to resolve the previously inconsistent literature of how perceived motives of OCBs influence interpersonal relationships. Additionally, this investigation holds practical relevance in that managers and employees will benefit from a better understanding of how perceptions of OCBs influence interpersonal relationships in the workplace.

 Insert Figure 1 Here

Organizational Citizenship Behaviors

Organizational citizenship behaviors (OCBs) are identified as individual discretionary behaviors that promote organizational effectiveness (Organ, 1988). OCBs have been conceptualized in several distinct dimensions, such as, altruism, courtesy, conscientiousness, sportsmanship and civic virtue (Organ, 1988). While numerous dimensions exist, research

indicates that managers often have difficulty differentiating between altruism, courtesy, and cheerleading and often consider these dimensions as helping behaviors (MacKenzie, Podsakoff, & Fetter, 1991 1993; Podsakoff & MacKenzie, 1994). Therefore, we focus on helping behaviors, civic virtue, and sportsmanship to provide less confounding results. Previous research also suggests that these behaviors subsequently make organizations more attractive places to work and they foster loyalty between peers and to the organization. Additionally, these OCBs will either generate or free-up resources, which increases employee productivity (Borman & Motowidlo, 1993) and increases efficiency in coordinating employee activities (Podsakoff et al. 2000).

Helping behavior is considered an important workplace phenomenon as it contributes directly and indirectly to the functioning of the organization. In previous research, helping behavior has consistently been identified as an important form of citizenship behavior (Borman & Motowidlo, 1993; Organ, 1988, 1990; Williams & Anderson, 1991). Helping behaviors includes voluntarily assisting others with, or preventing the occurrence of work related problems. Sportsmanship is an employee's willingness to endure circumstances that are not optimal without complaining (Organ, 1988). Civic virtue describes behaviors exhibited by an employee that focus on the well-being of the company. Civic virtue is exhibited when employees are willing to participate in the active governance and look out for the organization's best interest even at a great personal cost.

OCBs and Trust

While the importance of interpersonal trust in organizational studies has long been of interest to researchers, it's true benefits to individuals has recently become more evident (Kramer, 1999). Trust is defined as "the willingness of a party to be vulnerable to the actions of another party based on the expectations that the other party will perform a particular action important to the trustor irrespective of the ability to monitor or control that other party" (Mayer, Davis & Schoorman, 1995: 712). Interpersonal trust develops from a belief of good intentions, honesty, and competence (Mishra, 1996). Previous research suggests that trust is positively related to different work related behaviors including citizenship behaviors (Dirks & Ferrin, 2001; 2002).

Research focusing on OCBs often uses social exchange theory (Blau, 1964) to highlight the outcomes of engaging in these behaviors. Social exchange theory suggests that OCBs create a feeling of obligation and are reciprocated by the receiver. The reciprocation of OCBs among peers has resulted in numerous positive outcomes (Podsakoff et al., 2000). Since OCBs are discretionary behaviors that go beyond minimum requirements, they often differ from norms and coworker expectations (Organ, 1988). As such, helping behaviors have a positive influence on the creation and preservation of interpersonal relationships of employees. When experienced employees assist less experienced employees in completing work related tasks or "teach them the ropes," individuals are enabled to become more productive at a faster rate (George & Bettenhausen, 1990). As the less experienced employee obtains assistance in completing work related tasks and increases task efficiency, s/he is likely to have positive perceptions of the experienced employee's intentions based on increased levels of task performance and thus produce increased levels of trust among these coworkers.

Additionally, sportsmanship also influences trust. The more willing an individual is to be a "good sport" and embrace necessary variations from normal activities, the amount of time needed to coordinate tasks among peers is decreased. Specifically, as employees are willing to

exhibit enthusiasm about learning new skills or taking on new responsibilities, their peers are likely to experience an affective feeling of trust toward the individuals.

Civic virtue also produces increased levels of trust among coworkers and includes identifying ways in which individuals and teams can improve their effectiveness. Employees that exhibit civic virtue engage in behaviors that focus on the organization's best interest, even if it includes a personal cost to the individual. This may include making suggestions that provide more efficient alternatives for completing tasks. When an employee is allowed to provide input regarding improved work practices, even if it's not most beneficial to him/her, a subsequent feeling of trust is generated among those involved. Therefore, we hypothesize the following:

H1: A positive relationship exists between (a) helping behavior, (b) civic virtue, (c) sportsmanship and trust.

OCBs and Loyalty

Loyalty describes an employee's willingness to sacrifice his/her own interests for the benefit of the organization. When employees consistently engage in helping behaviors, the morale and sense of belonging among individuals are increased (Podsakoff et al., 2000). As this relates to social exchange theory, helping behaviors also improve an employee's understanding of role requirements, this increased clarity reduces ambiguity and enhances the relationship among the individuals involved. The continuous display of helping behaviors subsequently increases loyalty with peers.

The demonstration of sportsmanship also influences loyalty. Specifically, when employees decide not to complain about trivial matters and continue to be productive, there is an increase in the level of cohesion among his/her peers. This increased level of cohesion also creates a sense of loyalty among those who are beneficiaries of these behaviors.

Civic virtue is also expected to be positively related to loyalty given that employees who exhibit civic virtue may decide to voluntarily attend a work unit meeting to enhance coordination efforts and improve productivity (Organ, 1988) and to express their thoughts regarding what is best for the group. Based on social exchange theory, when an individual is willing to risk the potential disapproval of management and coworkers to present ideas and beliefs that are beneficial to peers, other group members are likely to develop a feeling of loyalty toward this individual. . . Therefore, we hypothesize the following:

H2: A positive relationship exists between (a) helping behavior, (b) civic virtue, (c) sportsmanship and loyalty.

OCBs and Respect

Citizenship behaviors also may result in increased levels of respect among employees. Respect is the degree to which individuals have developed a reputation for being successful at performing their job-related tasks and thus are seen as equal members of a team (Davis, Etcheverry, & Horton, 2010; Liden & Maslyn, 1998). This reputation can be developed through various means including word of mouth or direct experience with the person. Respect allows individuals to be seen as equal members or a given group. As previously mentioned, OCBs are discretionary, extra-role behaviors. Helping behaviors are less likely to involve direct contact

with other individuals but rather consist of participatory behaviors such as taking on additional work activities. Therefore, as employees who consistently exhibit helping behaviors by helping a coworker who has encountered delays in completing tasks or willingly shares their expertise with others, they are likely to be highly valued and well respected by their peers.

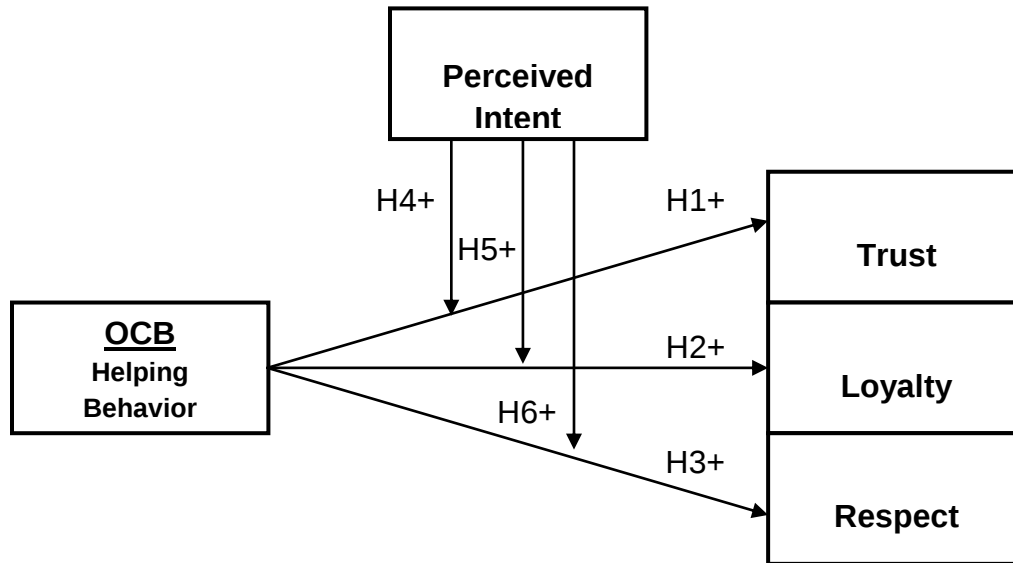


Figure 1. The Influence of Perceived Intent on the Relationship between OCBs and Interpersonal Relationships

Similarly, sportsmanship is likely to influence the level of respect among peers. When employees are continuously focused on the positive side of a situation and are flexible in adopting necessary changes in the work environment, their peers spend less time and energy focusing on resolving conflicts and generating cooperation. Displays of sportsmanship also allow employees to devote a greater amount of time to productive task related activities. The decreased levels of conflict and increased levels of cooperation and productivity will subsequently result in increased levels of respect.

Civic virtue is also expected to be positively related to respect. Civic virtue includes providing feedback and making recommendations that can improve employee effectiveness (Organ, 1988). These suggestions can enhance resources that influence the effectiveness of other employees (Borman & Motowidlo, 1993). Therefore, we expect that employees who either consistently observe or are the benefactor of helping behaviors, sportsmanship, and civic virtue are likely to develop respect for the individual who performs the actions, as they perceive these individuals have control of the situation.

H3: A positive relationship exists between (a) helping behavior, (b) civic virtue, (c) sportsmanship and respect.

Attribution Theory

Research on the notion of attribution originates from the framework of Heider (1958), who studied interpersonal relationships and how perceptions shape an individual's perception of

another. Since the early work on attribution, researchers have focused on the efforts of people to make inferences from their behavior, and the behavior of others. An attribution can be described as a judgment about an audience or observer's perception of why an act occurred. The issue is not what caused a certain behavior but what others believe influenced the agent or individual at the time of the action.

Attribution theory is useful in understanding individual views of organizational settings and interpretation of the social interactions. Previous attribution research has explored three dimensions of attributions: locus of causality (Folkes, 1984, 1988; Kim & Smith, 2005; Wong & Weiner, 1981). Locus of causality refers to whether or not the cause of an individual's behavior is perceived as internally or externally attributed. If the cause is perceived to be external to the performer, their peers do not hold the individual accountable.

Researchers have suggested that "intent" or "intentionality" may be an additional dimension of attribution (Gordon & Bowlby, 1989; Thomas & Pondy, 1977; Weiner, 1985). One of the popular dichotomies in the attribution theory debate has been presented by Jones and Davis (1965) and suggests that based on correspondent inference theory, individuals make inferences about actions by specifying the actor's intentions, which are related to their underlying disposition. Peer perceptions of intent may influence their evaluation of the actions of peers such as performance of citizenship behaviors. Research supports that perceived intent influences individual perceptions and behaviors (Cotte, Aoulter & Moore, 2005; Gordon & Bowlby, 1989). Specifically, Dasborough and Ashkansay (2002) suggest that subordinate views of leaders may be influenced by their perception of the leader's intent (e.g., sincere organizational focus versus manipulative self-serving focus). These studies offer support that perceptions of a peer's intent of performing helping behaviors may influence how the behaviors are perceived.

Moderating Effects of Perceived Intent

Attribution theory has been used to explain behavior in a number of social contexts. The general thought associated with the theory is that an individual or observer will interpret the behavior, form a perception, of an actor or agent based on what they consider the cause, and this interpretation will become a vital determinant of the reactions and responses of the observer or target (Kelly & Michela, 1980). Furthermore, in evaluating the motives behind engaging in interpersonal citizenship behavior, there are two contrasting views, pro-social motives versus impression management motives. Pro-social motives are considered those that are intended to maintain the others' well-being and are characterized by a genuine desire to help others (Bolino, 1999). Conversely, impression management motives may involve the anticipation of some type of reward or positive payback (Bolino, 1999; Ferris, Bhawuk, Fedor, & Judge, 1995). Similar motives also have been characterized as altruistic motives and instrumental motives (Allen & Rush, 1998). In this study, we utilize the previously accepted nomenclature of altruistic versus instrumental motives, respectively.

Thus, the motives that are attributed to an individual's performance of citizenship behavior are likely to influence how the behavior is actually interpreted (Ferris et al., 1995). Eastman (1994) found that individuals who engage in citizenship behaviors that are interpreted as selfless, pro-social, or altruistic by the supervisor received greater rewards than individuals whose supervisors evaluated the citizenship behavior as selfish, impression management, or instrumental. Attribution theory suggests that in order for OCBS to contribute to enhanced

interpersonal relationships, individuals need to attribute the behavior to benevolent intentions of the agent or sender (Bolino, 1999). Specifically, if the receiver or target of the OCB perceives the act as altruistic, s/he is more likely to have increased interactions with and affect toward the agent or individual. However, if the receiver or target perceives that the agent or sender is performing the OCB with intentions to benefit him/herself (actions instrumental in nature), the evaluator is more likely to react with resistance or caution in future interactions with this individual. This is an extension of previous research examining the relationship between OCB and job satisfaction. Tepper, Duffy, Hoobler, and Ensley (2004) found that if the OCB of a peer was perceived as being selfless, the receiver's level of job satisfaction was increased. However, if the OCB of a peer was perceived as being self-serving the OCB-job satisfaction relationship was negative. Based on attribution theory, we hypothesize that citizenship behaviors will interact with perceived intent to predict the levels of trust, loyalty, and respect.

H4: The positive relationship between (a) helping behavior, (b) civic virtue, (c) sportsmanship and trust is moderated by perceived intent, such that when the intent is perceived as selfless the positive relationship is stronger than when perceived intent is selfish.

H5: The positive relationship between (a) helping behavior, (b) civic virtue, (c) sportsmanship and loyalty is moderated by perceived intent, such that when the intent is perceived as selfless the positive relationship is stronger than when perceived intent is selfish.

H6: The positive relationship between (a) helping behavior, (b) civic virtue, (c) sportsmanship and respect is moderated by perceived intent, such that when the intent is perceived as selfless the positive relationship is stronger than when perceived intent is selfish.

Method

Participants

The participants were students attending a southeastern university enrolled in upper-level business courses. Eliminating surveys with missing data and those that did not successfully pass the demand check or manipulation check produced a sample of 227 (83% response rate) responses. Demographic breakdowns for the usable sample include a gender split of 117 (51.5%) females and 110 (48.5%) males. The majority of the sample (161; 70.9%) was Caucasian. The respondents ranged in age from 18 to 40 years (22.74, SD = 5.23). A demographic comparison (on gender, race, and age) of the 227 respondents with those dropped from analyses indicated no significant differences. Variable analyses are based on the 227 responded with complete data. In addition, the majority of the respondents indicated that they were currently employed (N = 141), and of those who were not employed, the majority had previous work experience (N = 86).

Procedure

Instructors of courses forwarded an introductory email to their students that included a link to the electronic survey. The introductory email described the study and explained their rights as participants. Participants were informed they were participating in a task designed to examine individual reactions, the goal of which was to examine how individuals make attributions about the behaviors of others and how this may influence interpersonal relationships. Those who chose to participate in the study clicked on the “agree” button and were randomly assigned to one of six conditions. Specifically, a 3 x 2 (OCB dimension x perceived intent) between-subjects factorial design was employed. Participants were randomly assigned to the OCB dimension (helping behavior, civic virtue, or sportsmanship) and perceived intent (selfless-altruistic or selfish-instrumental) through the use of written scenarios. In order to obtain power of .80, Cohen (1992) recommends that each cell of a six cell factorial design should contain 35 subjects ($p = .05$), or a total of 210 subjects. Consistent with this recommendation, the cell sizes ranged from 35 to 40 subjects, for a total sample size of 227. Next, participants were asked to read a scenario in which their co-worker “Alex” engages in behavior to aid other co-workers. The exact wording of the scenarios is provided in Appendix A. After completing the scenario, participants completed likeability, trust, and interpersonal loyalty scales. Participants were also asked to indicate the extent to which the co-worker described in the scenario engaged in certain behaviors. Finally, respondents were also asked the extent to which they might attribute various causes or reasons to the behaviors they previously described.

In the current study, we examine the role of perceived intent of an actor of an OCB on factors that contribute to interpersonal relationship development and maintenance. Specifically, we assess how intent effects trust, loyalty, and respect among team members. We manipulate the intent of the behavior engaged by an actor by varying the types of outcomes expected by the actor. To remove the potential effects of harm to true relationships or any alignment with true events, we designed multiple scenarios. Moreover, the decision to use undergraduate students as subjects of experimental designs for behavioral research is a topic that has received a great deal of attention (Gordon, Schmitt, & Schneider, 1984; Gordon, Slade, & Schmitt, 1986). The current research employs this sample and considers the empirical justifications for their use. Specifically, the concept of perceptions, which are cognitive processes that allow individuals to interpret their surroundings, are not experience-dependent. With the understanding that perceptions are made of behavior within groups of all ages and occupations, college students are an appropriate group to test the study’s theoretical hypothesis.

Manipulations

The type of OCB dimension was manipulated through the use of scenarios (see Appendix A). Individuals in the helping behavior dimension learned of a co-worker who was unable to complete a request from his/her supervisor. Participants learned that Alex offered his time and expertise to assist the coworker with their job completion. Individuals in the civic virtue condition learned they were part of a workgroup whose productivity levels were in question. Alex, the coworker offered reasons for the productivity. Finally, in the sportsmanship condition, participants learned that there were questions from the supervisor about the issues with the current assembly process. A distinction between instrumental and altruistic motives was also manipulated through the use of scenarios (see Appendix A). In the instrumental conditions, the

participants learned that Alex was concerned about personal gains and protecting himself. Altruistic conditions were manipulated by allowing Alex to choose behaviors aimed at helping others because it was the right thing to do.

Debriefing

After collecting all of the data, the participants were debriefed. The participants received a recorded lecture on the study and a description of the experimental procedures. In addition, the facilitator presented the results to some of the participating groups, led a discussion of the practical implications for interpersonal relationships, and answered participants' questions.

Dependent Variables

Unless stated otherwise, all measures used in this study used a 5-point response scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) and were drawn and modified from existing literature. The items in the scales were averaged to create an overall mean for each variable. The items were coded such that high values represent high levels of the constructs.

Trust. Although a number of current conceptualizations of trust exist, there appears to be strong agreement that trust encompasses two elements; trust in another party's honesty and trust in the other party's benevolence (Larzelere & Huston, 1980; Rempel, Holmes, & Zanna, 1987). Although there is the apparent conceptual agreement, studies continue to differ in the operational measurement of the construct. Moreover, there is no clear consensus on which one of these is best. As this study was focused on the perceived intent and its influence on interpersonal relationships among parties, trust was conceptualized in the current study as belief in another party's honesty and sincerity. As such, trust was measured using an 8-item dyadic trust scale developed by Larzelere and Huston (1980). We devised a version of this scale for the present experiment with each of the items: wording modified where appropriate from "your partner" to "your co-worker." Participants were asked to respond to the extent to which they felt dyadic trust would exist with their co-worker based on the scenarios. Participants were also asked to indicate their agreement with each item. An example item is, "I feel that I can trust my co-worker completely."

Loyalty. Loyalty is an important tie that establishes links between individuals and is the sense of obligation an individual feels to support and believe in the relationship they have with another. Loyalty was measured using a 12-item scale developed by Beer and Watson (2009) and modified for the current sample. Participants were asked to respond to the extent to which they felt loyalty would exist with their co-worker based on the scenarios and to indicate their agreement with each item. An example item is, "I would defend him/her against criticism, even when they are not present."

Respect. Respect is the acknowledgement of another individual as an equal member and was measured using a 9-item scale developed by Davis, Etcheverry, and Horton (2010) with necessary modifications made for the current sample. Participants were asked to respond to the extent to which certain attitudes would exist with their co-worker based on the scenarios and

were asked to indicate their agreement with each item. An example item is, “S/he has many worthwhile qualities.”

Results

Manipulation Checks

After responding to the items related to the main constructs, participants were asked to rate OCBs and perceived intent. The measures of helping behaviors, civic virtue, and sportsmanship were based on the work of Podsakoff, Ahearne, and MacKenzie (1997). We used 3-items from the 7-item helping scale, all three-items from the civic virtue scale, and all three-items from the sportsmanship scale for the OCB manipulation check. These items are included in the Appendix. The reliabilities for each of the scales were $\alpha = .82$, $\alpha = .76$, and $\alpha = .88$, respectively. Helping behaviors are associated with actions designed to aid others or to prevent some work related problems. An example item is “Help others out if someone falls behind in his/her work.” Civic virtue is associated with behaviors in which individuals provide suggestions that may improve the effectiveness of the work group or individuals. An example item is “Provide constructive suggestions about how the crew can improve its effectiveness.” Finally, sportsmanship can be associated with behaviors in which individuals are more likely to go along with workplace changes. An example item is, “Always focus on what is wrong with a situation, rather than the positive side.”

We measured perceived intent using Allen and Rush’s (1998) 6-item altruistic and 6-item instrumental scales. Altruistic motives are characterized by the causes of behaviors being attributed to personal values or loyalty to the organization. Instrumental motives are characterized by the causes of behavior being attributed to things such as desire to impress others or to obtain recognition or rewards. Participants were given instructions to indicate the extent to which they agreed that each item may have been the reason or cause of the co-worker’s behavior. An example altruistic item is, “Desire to share expertise.” An example instrumental item is, “Desire to build up favors for later exchange.” Analyses indicated that participants in each of the OCB conditions (helping behavior, ($M = 3.80$) civic virtue, ($M = 3.40$), and sportsmanship ($M = 3.39$) correctly rated the conditions assigned. In addition, participants correctly identified the motive dimension, altruistic ($M = 3.47$), and instrumental ($M = 3.52$).

Construct Means, Standard Deviations, and Intercorrelations

The means, standard deviations, and latent-variable intercorrelations for the study are reported in Table 1. Although not reported in Table 1, two indices of construct reliability: (a) Cronbach’s alpha measuring internal consistency, and (b) Fornell and Larcker’s (1981) measure of the average variance extracted from the items in each construct were examined. Support for the reliability of the constructs is evident by the fact that the internal consistency reliability for trust ($\alpha = .88$), loyalty ($\alpha = .90$) and respect ($\alpha = .81$) each met the recommendations provided by Nunnally and Bernstein (1994) of .70. In addition, the $\rho_{vc(\eta)}$ index for trust ($\rho_{vc(\eta)} = .53$), loyalty ($\rho_{vc(\eta)} = .53$) and respect ($\rho_{vc(\eta)} = .55$) were above the recommendation provided by Fornell and Larcker of .50.

Table 1

Means, Standard Deviations and Latent-Variable Intercorrelations

Dependent Variable	Helping		Civic Virtue		Sportsmanship		1	2	3
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
1. Trust	2.99	0.75	2.79	0.74	2.94	0.57			
2. Loyalty	3.76	0.60	3.58	0.61	3.60	0.53	.319**		
3. Respect	3.34	0.52	3.08	0.60	3.14	0.45	.661**	.487**	

Note: N = 227 (N = 80 in the helping condition, N = 72 in the civic virtue condition, N = 74 in the sportsmanship condition).

** $p < .01$, two-tailed.

Table 2

Analysis of Variance (MANOVA) Summary for Trust, Loyalty, and Respect

Source	Trust			Loyalty			Respect		
	F	η^2	<i>p</i>	F	η^2	<i>p</i>	F	η^2	<i>p</i>
OCB Dimensions	1.507	0.011	0.224	3.480*	0.032	0.026	4.942*	0.036	0.008
Perceived Intent	142.595**	0.353	0.000	20.539**	0.073	0.000	68.921**	0.209	0.000
Two Way Interaction									
OCB Dimensions x Perceived Intent	2.951*	0.022	0.054	3.165*	0.024	0.044	3.378*	0.025	0.036

Note: * $p < .05$ ** $p < .01$

Hypotheses Tests for the Effects of Perceived Intent

To test the hypotheses in this study, the data on trust, loyalty, and respect were analyzed using 3 x 2 MANOVA. Participants' exposure to an OCB dimension (helping, behavior, civic virtue, and sportsmanship) and the perceived motive (selfish-selfless) were the factors used in the analysis. Results for the analysis are provided in Table 2.

Before exploring the results of each of the dependent variables, the overall MANOVA test was assessed for significance. The test called overall omnibus F-test examines simultaneously each factor effect on the dependent groups. Using the Wilks' Lambda criterion, an initial analysis revealed that the 3(OCB dimensions) x 2 (perceived intent) multivariate analysis of variance performed on the data yielded a significant effect $F(6, 227) = 1.85, p < .05, \eta^2 = .025$, and an interaction effect of OCB dimensions and perceived intent $F(6, 227) = 2.63, p < .05, \eta^2 = .04$. This means, according to our expectations, that although individuals engaging in positive behavior may yield positive interpersonal outcomes, the effects are moderated by the motive assigned to the behavior. These analyses provide initial support for hypotheses 1 through 3. In support of hypotheses 4 through 6, the analysis revealed a significant interaction effect for perceived intent. These results provided support and suggest that interpersonal factors may be negatively influenced by the motives that individuals assign to the positive behaviors of other individuals.

Results of the between-subjects effects revealed that there were main effects present for OCB dimensions and interpersonal relationship variables of trust, loyalty, and respect. The effect sizes indicate that OCB dimensions explained 1.1% of the variance in ratings of trust, 2.6% of the variance in ratings of loyalty, and 3.6% of the variance in ratings of respect. We also found significant main effects of perceived intent. The effect sizes indicate that perceived intent explained 35.3% of the variance in ratings of trust, 7.3% of the variance in ratings of loyalty, and 20.9% of the variance in ratings of respect. As expected, individuals will make attributions about behavior and this will strongly influence interpersonal relationships. This significant effect was an essential component of the study, and we were mainly interested in how this affected the positive behavior exhibited by other individuals.

Analysis of the interaction between OCB dimensions and perceived intent of the behavior indicated the interaction was significant. This interaction accounted for 2.2% of the variance in ratings of trust, 2.4% of the variance in ratings of loyalty, and 2.5% of the variance in ratings of respect.

Discussion

The purpose of this study was to extend the voluminous body of research focusing on the outcomes of OCBs by examining the underlying assumptions of this literature (Bolino, 1999). This study examines two of these assumptions: the motive of the OCB and its impact on interpersonal relationships. Previous OCB research assumes that OCBs are mainly a selfless act (Bolino, 1999). This inclination is evident in the numerous studies that have examined positive outcomes of this phenomenon (Podsakoff et al., 2000). The findings of this study are consistent with previous research and indicate that OCBs (i.e., helping behavior, sportsmanship, and civic virtue) have a positive influence on interpersonal relationships (i.e., trust, loyalty, and respect).

This study also takes a different approach from previous research regarding the impact of OCB motive on OCB outcomes. Previous research has suggested that when OCBs occur with

selfish motives, OCB outcomes are not impacted (Fandt & Ferris, 1990; Podsakoff et al., 1993). The findings in the current study suggest there is a “dark side” to OCBs, which have a negative impact on interpersonal relationships. The findings are consistent with attribution theory (Heider, 1958; Folkes, 1984, 1988) and indicate that when individuals perceive OCBs to be selfish, relationship quality is negatively impacted.

This study also contributes to the literature by using both social exchange theory and attribution theory as theoretical explanations for the outcomes related to OCBs. A majority of the studies focusing on OCBs are built on the social exchange theory (Blau, 1964) and norms of reciprocity (Gouldner, 1960). Essentially, social exchange theory suggests that OCBs create a feeling of obligation and are reciprocated by the recipient. The reciprocation of OCBs among peers has resulted in numerous positive outcomes (Podsakoff et al., 2000). However, recent studies have suggested that all acts of OCBs are not reciprocated equally (Bommer, Miles, & Grove, 2003; Bowler & Brass, 2006). The use of attribution theory in this study provides an explanation for the lack of reciprocity as a result to some OCBs.

Limitations and Directions for Future Research

The results from the current study yield an interesting insight into the influence of perceived intent on interpersonal relationship; however, the study is not without limitations. While every effort was made to obtain a diverse cross-section of students – including using a sample consisting of students from multiple universities – caution should be used when discussing the generalizability of the findings. Future researchers are encouraged to replicate and extend the current study to determine the nature of the phenomena in alternate contexts. Additionally, given the nature of the data collected, the research design has inherent implications. Self-reported data are susceptible to common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003); therefore, future investigations are encouraged to include data from multiple sources to provide a more robust insight into the studied relationships.

Further, we realize that numerous factors have been studied in relationship to the model proposed. The purpose of the current study was to examine the influence of selfish versus selfless intent of OCBs and their influence on interpersonal relationships. We contend that numerous other factors are likely to influence the proposed relationships, and we strongly support further development of the existing model. Specifically, researchers are encouraged to focus on further defining the interpersonal relationships studied and determining additional influences that may occur from various perceived intentions.

Moreover, future research should examine a more detailed model including the influence of OCBs and interpersonal relationships on group and organizational level outcomes given that an individual’s reaction to OCBs may alter group dynamics (Banki, 2010). The influence of OCBs and interpersonal relationship quality can be examined for influences on organizational success, customer satisfaction/retention, influences on business practices, and employee satisfaction and turnover (Kaplan & Norton, 1996; Podsakoff et al., 2000).

Eastman (1994) suggests that the way in which behaviors are evaluated is subjective. Thus, the evaluator may be influenced by external forces (e.g., political forces, social pressures, etc.) and/or internal forces (e.g., desire to succeed); therefore, further examination of the way in which such perceptions are formed is necessary for a more comprehensive understanding. As this relates to an organizational setting, if a supervisor attributes an employee’s engaging in extra role behaviors as selfish, negative results may result, such as lower performance ratings and

rewards. Finally, Podsakoff et al. (2000) suggest that OCBs are considered by managers in performance evaluations of employees. It is possible that helping behavior, sportsmanship, and civic virtue exhibited by the employee influences the quality of the individual's interpersonal relationship with their manager. Future research may consider the influence of OCBs on the interpersonal relationships of employees and managers and further evaluate the extent to which such influences have implications for performance reviews.

Conclusion

Based on attribution theory, we examined the influence of perceived selfish and selfless motives on the relationship between OCBs and interpersonal relationships. Results from this study indicate that individuals who engage in OCBs influence the quality of their interpersonal relationships. Moreover, OCBs and perceived intent interact, and results suggest that when recipients consider OCBs to be self-serving, the quality of interpersonal relationships is weakened. Importantly, these findings demonstrate the boundary conditions associated with OCBs and represent an important step in efforts to better understand the influence of the motives of these behaviors on interpersonal relationship

References

- Allen, T. A., & Rush, M. C. (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology, 83*(2), 247-260.
- Banki, S. (2010). Is a good deed constructive regardless of intent? Organization citizenship behavior, motive, and group outcomes. *Small Group Research, 41*(3), 354-375.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal, 26*(4), 587-595.
- Beer, A., & Watson, D. (2009). The individual and group loyalty scales (IGLS): Construction and preliminary validation. *Journal of Personality Assessment, 91*(3), 277-287.
- Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.
- Bolino, M. C. (1999). Citizenship and impression management: Good soldiers or good actors? *Academy of Management Review, 24*(1), 82-98.
- Bolino, M. C., Turnley, W. H., & Niehoff, B. P. (2004). The other side of the story: Re-examining prevailing assumptions about organizational citizenship behavior. *Human Resource Management Review, 14*(2), 229-246.
- Bommer, W.E., Miles, E.W., & Grove, S.L. (2003). Does one good turn deserve another? Co-worker influences on employee citizenship. *Journal of Organizational Behavior, 24*, 181-196.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, & W. C. Borman, *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.
- Bove, L. L., & Johnson, L. W. (2001). Customer relationships with service personnel: Do we measure closeness, quality or strength? *Journal of Business Research, 11*, 618-634.
- Bowler, W. M., & Brass, D. (2006). Relational correlates of interpersonal citizenship behavior: A social network perspective. *Journal of Applied Psychology, 91*(1), 70-82.

- Cohen, J. (1992). A power primer. *Psychological Bulletin*, 112(1), 155-159.
- Cotte, J., Aoulter, R., & Moore, M. (2005). Enhancing or disrupting guilt: the role of ad credibility and perceived manipulative intent. *Journal of Business Research*, 58(3), 361-368.
- Dasborough, M. T., & Ashkansay, N. M. (2002). Emotion and attribution of intentionality in leader-member relationships. *The Leadership Quarterly*, 13, 615-634.
- Davis, J. L., Etcheverry, P. E., & Horton, R. S. (2010). *The interpersonal respect scale: Preliminary evidence of reliability, validity, and predictive power*. Unpublished manuscript, Virginia Commonwealth University.
- Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of Management Review*, 11, 618-634.
- Dirks, K. T., & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organization Science*, 12(4), 450-467.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611-628.
- Dutton, J. E., & Heaphy, E. D. (2003). The power of high-quality connections at work. In Cameron, K., Dutton, J. and Quinn, R. E. (eds). *Positive Organizational Scholarship: Foundations of a New Discipline*. San Francisco, CA: Berrett-Koehler, 263-278.
- Eastman, K. K. (1994). In the eyes of the beholder: An attributional approach to ingratiation and organizational citizenship behavior. *Academy of Management Journal*, 37(5), 1379-1391.
- Fandt, P.M., & Ferris, G.R. (1990). The management of information and impressions: When employees behave opportunistically. *Organizational Behavior and Human Decision Processes*, 45, 140-158.
- Ferris, G. R., Bhawuk, D. P., Fedor, D. F., & Judge, T. A. (1995). Organizational politics and citizenship: attributions of intentionality and construct definition'. In M. J. Martinko, *Attribution Theory: An Organizational Perspective* (pp. 231-252). Delray Beach, FL: St. Lucie Press.
- Ferris, G. R., Judge, T. A., Rowland, K. M., & Fitzgibbons, D. E. (1994). Subordinate influence and the performance evaluation process: Test of a model. *Organizational Behavior and Human Decision Processes*, 58, 101-135.
- Folkes, V. S. (1984). Consumer reactions to product failure: An attributional approach. *Journal of Consumer Research*, 10, 398-409.
- Folkes, V. S. (1988). Recent attribution research in consumer behavior: A review and new directions. *Journal of Consumer Research*, 14, 548-565.
- Fornell, C., & Larcker, D. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 28, 39-50.
- George, J.M. & Bettenhausen, K. (1990). Understanding prosocial behavior, sales performance, and turnover: A group-level analysis in a service context. *Journal of Applied Psychology*, 75, 698-709.
- Gordon, M., & Bowlby, R. L. (1989). Reactance and intentionality attributions as determinants of the intent to file a grievance. *Personnel Psychology*, 42(2), 309-329.
- Gouldner, A.W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161-178.
- Heider, F. (1958). *The psychology of interpersonal relations*. New York: Wiley.
- Hoffman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion

- domain? A quantitative review of the OCB literature. *Journal of Applied Psychology*, 92(2), 555-566.
- Jehn, K. A., & Shah, P. P. (1997). Interpersonal relationships and task performance: An examination of mediating processes in friendship and acquaintance groups. *Journal of Personality and Social Psychology*, 72(4), 775-790.
- Jones, E. E., & Davis, K. E. (1965). From acts to dispositions: The attribution process in person perception. In L. Berkowitz, *Advances in experimental social psychology* (pp. 219-266). New York: Academic Press.
- Jones, G. R., & George, J. M. (1998). The experience and evolution of trust: implications for cooperations and teamwork. *Academy of Management Review*, 23(3), 531-546.
- Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard*. Boston, MA: Harvard Business School Press.
- Kelly, H. H., & Michela, J. L. (1980). Attribution Theory and Research. *Annual Review of Psychology*, 31, 457-501.
- Kim, Y., & Smith, A. K. (2005). Crime and punishment: Examining customers' responses to service organizations' penalties. *Journal of Service Research*, 8(2), 162-180.
- King, E. D., George, J. M., & Hebl, M. R. (2005). Linking personality to helping behaviors at work: An interactional perspective. *Journal of Personality*, 73, 585-607.
- Kramer, R. M. (1999). Trust and distrust in organizations: Emerging perspectives, enduring questions. *Annual Review of Psychology*, 23(3), 531-546.
- Larzelere, R. E., & Huston, T. L. (1980). The dyadic trust scale: Toward understanding interpersonal trust in close relationships. *Journal of Marriage and Family*, 42(3), 595-604.
- Liden, R. C., & Graen, G. B. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23, 451-465.
- Liden, R.C. & Maslyn, J.M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management*, 24, 43-72.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20, 709-734.
- Mishra, A.K. (1996). Organizational responses to crisis: The centrality of trust. In R.M. Kramer & T.M. Tyler (Eds.), *Trust in organizations*: 261-287. Thousand Oaks, CA: Sage.
- Mossholder, K. W., Richardson, H. A., & Settoon, R. P. (2011). Human resource systems and helping in organizations: A relational perspective. *Academy of Management Review*, 36, 33-52.
- Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475-480.
- Nielsen, T. M., Hrivnak, G. A., & Shaw, M. (2009). Organizational citizenship behavior and performance: A meta-analysis of group-level research. *Small Group Research*, 40(5), 555-577.
- Nguyen, N. T., & Seers, A. (2000). *Putting a good face on impression management: Team citizenship and team satisfaction*. Paper presented at the annual meeting of the Academy of Management, Toronto.

- Nguyen, N. T., Seers, A., & Hartman, N. (2008). Putting a good face on impression management: Team citizenship and team satisfaction. *Journal of Behavioral and Applied Management*, 9(2), 148-168.
- Nunnally, M. J., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McBraw Hill.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W. (1990). *The motivational basis of organizational citizenship behavior*. Greenwich, CT: JAI Press.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82, 262-270.
- Podaskoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10(2), 133-151.
- Podaskoff, P. M., MacKenzie, S. B., & Hui, C. (1993). Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research. In G.R. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 11, pp. 1-40). Greenwich, CT: JAI Press.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3): 513-563.
- Rempel, J. K., Holmes, J. G., & Zanna, M. P., (1985). Trust in close relationships. *Journal of Personality and Social Psychology*, 49(1), 95-112.
- Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: A motivational analysis. *Journal of Applied Psychology*, 86(6): 1306-1314.
- Shah, P. P., & Jehn, K. A. (1993). Do friends perform better than acquaintances? The interaction of friendship, conflict, and task. *Group Decision and Negotiation*, 2(2), 149-165.
- Sosik, J. J., Jung, D., & Dinger, S. L. (2009). Values in authentic action: Examining the roots and rewards of altruistic leadership. *Group & Organization Management*, 34(4): 395-431.
- Thomas, K. W., & Pondy, L. (1977). Toward an intent model of conflict management among principal parties. *Human Relations*, 30(12), 1089-1102.
- van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41, 108-119.
- van Scotter, J. R., Motowidlo, S. J., & Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology*, 85, 526-535.

- Weiner, B. (1985). Attributional theory of achievement motivation and emotion. *Psychological Review*, 92(4), 548-573.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(2), 601-617.
- Wong, P. T., & Weinder, B. (1981). When people ask 'why' questions, and the heuristics of attributional search". *Journal of Personality and Social Psychology*, 40(4), 650-663.
- Zhou, L., Wang, M., Chen, G., & Shi, J. (2012). Supervisors' upward exchange relationships and subordinate outcomes: Testing the multilevel mediation role of empowerment. *Journal of Applied Psychology*, 97(3), 668-680.

Appendix A

Helping/Altruistic

Alex, is a co-worker of yours that is a part of your work group at your current internship. One morning, you notice that Sally, the secretary, seems to be flustered and at the verge of tears. You witness Alex approach her desk and ask Sally what is wrong. She tells him that the CEO has asked her to type a proposal for a very important client and have it finished within the hour, but with the phones ringing off the hook, she cannot concentrate on getting the proposal typed. Alex tells her not to worry, he is caught up on his work and he would be happy to man the phones until she finishes the proposal. Alex really is a great help to the team.

Helping/Instrumental

Alex, is a co-worker of yours that is a part of your work group at your current internship. One morning, you notice that Sally, the secretary, seems to be flustered and at the verge of tears. You witness Alex approach her desk and ask Sally what is wrong. She tells him that the CEO has asked her to type a proposal for a very important client and have it finished within the hour, but with the phones ringing off the hook, she cannot concentrate on getting the proposal typed. Alex tells her not to worry, he is caught up on his work and he would be happy to man the phones until she finishes the proposal. Knowing Alex, he will make sure that the CEO finds out about him pitching in to help Sally in hopes of getting a promotion.

Civic Virtue/Altruistic

Alex, is a co-worker of yours that is a part of your work group at your current internship. During a departmental meeting this morning, the regional manager was commenting on the need to restructure some teams within your division due to low productivity scores. Alex speaks up and points out to the regional manager that the low productivity scores for the division overall may be attributed to the backup that the purchasing department had last month. Certain parts were back ordered and caused our division to have to rearrange our processes. Alex really stepped up and defended our team.

Civic Virtue/Instrumental

Alex, is a co-worker of yours that is a part of your work group at your current internship. During a departmental meeting this morning, the regional manager was commenting on the need to restructure some teams within your division due to low productivity scores. Alex speaks up and points out to the regional manager that the low productivity scores for the division overall may be attributed to the backup that the purchasing department had last month. He failed to mention, however, that his poor customer service resulted in the loss of a huge client for the company. Alex stepped up only to try and defend himself.

Sportsmanship/Altruistic

Alex, is a co-worker of yours that is a part of your work group at your current internship. During our weekly meeting, Alex made mention of the flaws in our current assembly process. Because of the current process, our team could not reach its productivity goal. Although Alex is always quick to point out the negative side of any situation, he was right in making sure that our boss knew that the assembly process was impeding our performance.

Sportsmanship/Instrumental

Alex, is a co-worker of yours that is a part of your work group at your current internship. During our weekly meeting, Alex made mention of the flaws in our current assembly process. Because of the current process, our team could not reach its productivity goal. Alex is always quick to point out the negative side of any situation. He is constantly complaining about trivial matters. He brought up the point to our boss that he couldn't get his job done because Joe, another team member, did not take his advice on how to realign the process to better fit his needs.

Appendix B

Items used in this study to measure OCB were from Podsakoff, Ahearne, and MacKenzie (1997).

Helping Behavior

1. Help others out if someone falls behind in his/her work.
2. Willingly share their expertise with other members of the crew.
3. Willingly give of their time to help crew members who have work-related problems.

Civic Virtue

1. Provide constructive suggestions about how the crew can improve its effectiveness.
2. Are willing to risk disapproval to express their beliefs about what's best for the crew.
3. Attend and actively participate in team meetings.

Sportsmanship

1. Always focus on what is wrong with a situation, rather than the positive side.
2. Consume a lot of time complaining about trivial matters.
3. Always find fault with what other crew members are doing.