

# “All in a Day’s Work”: How Follower Individual Differences and Justice Perceptions Predict OCB Role Definitions and Behavior

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The authors draw on theories of social exchange and prosocial behavior to explain how employee perceptions of procedural justice and individual differences in reciprocation wariness, empathic concern, and perspective taking function jointly as determinants of organizational citizenship behavior (OCB) role definitions and behavior. As hypothesized, empirical findings from a field study show both direct and interactive effects of procedural justice perceptions and individual differences on OCB role definition. In turn, OCB role definitions not only predict OCB directly but also moderate the effects of procedural justice perceptions on OCB. The authors explore the implications of these findings for practice as well as research.

*Keywords:* OCB role definition, procedural justice, individual difference, reciprocation wariness, empathy

Organizational psychologists are increasingly recognizing that employee role perceptions cannot be ignored when it comes to explaining and predicting organizational citizenship behavior (OCB; Morrison, 1994; Morrison & Phelps, 1999; Pond, Nacoste, Mohr, & Rodriguez, 1997; Tepper, Lockhart, & Hoobler, 2001; Van Dyne & Butler Ellis, 2004). Accumulating evidence suggests that employees are more inclined to perform citizenship behavior when they view it as a role obligation, rather than as discretionary (Coyle-Shapiro & Kessler, 2002; Coyle-Shapiro, Kessler, & Purcell, 2004; Kidder, 2002; Morrison, 1994; Morrison & Phelps, 1999; Tepper & Taylor, 2003; Zellars, Tepper, & Duffy, 2002). Such results, although not surprising, suggest the importance of understanding the factors that influence employee OCB role definitions. We refer to OCB role definition throughout the article as the extent to which individuals consider OCB to be *part of the job* or *role defined*. Higher levels of role definition signify that relevant behavior is more in role in nature.

Evidence from available research indicates that employees in similar work contexts may have different beliefs about their obligations and that employee role definitions may change over time

(Hofmann, Morgeson, & Gerras, 2003; Korsgaard, Sapienza, & Schweiger, 2002; Lam, Hui, & Law, 1999; Loveland & Mendleson, 1974; Morrison, 1994; Robinson, Kraatz, & Rousseau, 1994). These studies highlight the importance of both contextual and individual-difference factors as OCB role definition determinants, and scholars are increasingly calling for systematic research in this area (Morrison, 1994; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Tepper et al., 2001). Drawing on insights from theories of social exchange and prosocial behavior, we explain how one perceived contextual variable (procedural justice) and three individual differences (reciprocation wariness, empathic concern, and perspective taking) influence employee beliefs about their work-related obligations. In addition, we provide needed theoretical integration of existing approaches to explaining the effects of OCB role definition on OCB.

## Theoretical Foundations

Rather than departing from the conceptual foundations on which OCB research has been founded—theories of social exchange and prosocial behavior (Bateman & Organ, 1983; Organ & Konovsky, 1989; Puffer, 1987; Smith, Organ, & Near, 1983)—this study focuses on the centrality of role definitions within these theoretical frameworks. For instance, within social exchange theory, OCB role definitions emerge as individually held beliefs about personal obligations within social exchange relations. Founded on the norm of reciprocity (Gouldner, 1960), social exchange theory posits that individuals give benefits to others in expectation of receiving benefits back from them of equivalent value (Blau, 1964). In contrast to economic exchange relations, where benefits are given and received in terms of a specific quid pro quo, social exchange relations are characterized by an open-ended stream of transactions over time. Both parties to the relationship make contributions and

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receive benefits, with the form and timing of contributions left to the discretion of the giver rather than the recipient (Bateman & Organ, 1983; Konovsky & Pugh, 1994; Organ, 1988; Pillai, Schreishheim, & Williams, 1999; Tepper et al., 2001). It is important to note that given the reciprocal nature of social exchange relations, obligations to contribute to them necessarily accompany expectations of benefit from them. Obligations of social exchange relations, anchored in each party's beliefs about what the other party expects, help frame or define roles for relationship members. Individuals who desire to maintain mutually beneficial social exchange relationships are careful to meet partner expectations, and they consider such behavior a role obligation within the relationship irrespective of whether it is formally prescribed. Consistent with this understanding, empirical findings show that employees with psychological contracts governed by norms of social exchange do indeed include OCB (working extra hours, being loyal, and volunteering to do nonrequired tasks on the job) as obligations they owe to their organizations (Gakovic & Tetrick, 2003; Robinson et al., 1994; Shore & Barksdale, 1998).

Although role obligations within social exchange relationships provide one foundation for role definitions, research on prosocial behavior from the standpoint of role-identity theory provides additional perspective by highlighting the close coupling of role obligations with identity beliefs (Callero, 1985; Callero, Howard, & Piliavin, 1987; Grube & Piliavin, 2000). In varying degrees, people define themselves as occupants of identifiable prosocial roles (e.g., blood donor, volunteer), and these self-inrole beliefs may have direct implications for behavioral intentions and actual behavior (Callero, 1985; Callero et al., 1987; Grube & Piliavin, 2000; Penner, 2002; Penner & Finkelstein, 1998; Penner, Midili, & Kegelmeyer, 1997) as well as indirect effects as moderators of relationships between situational factors and behavior (Schwartz, 1973; Schwartz & Howard, 1980, 1984). Within organizational settings, employee beliefs about role obligations are likely to be shaped not only by the formal roles they are assigned and the social exchange obligations they have accepted but also by the citizenship-type role(s) that employees identify with and see them-

selves as occupying (Farmer, Tierney, & Kung-Mcintyre, 2003; Finkelstein & Penner, 2004; Kidder & McLean Parks, 1993, 2001). In general, then, OCB becomes role defined when role-identity beliefs expand to include citizenship behaviors (Morrison, 1994; Kidder, 2002) and as feelings of responsibility for citizenship contributions increase (Morrison & Phelps, 1999; Pearce & Gregerson, 1991).

For social exchange and role-identity theorists alike, roles are defined and understood in terms of the constellation of responsibilities or behavioral obligations perceived by an individual within a specific organizational setting. Within organizations, supervisor-subordinate relations have particular importance because of the pivotal role that supervisors play not only as organizational authorities who enact organizational policies and procedure but also as opinion leaders within the social group. As such, supervisory treatment can influence subordinate beliefs about their obligations toward peers and their obligations to the organization more generally. Indeed, an important function of supervisory work is to ensure that subordinates are prepared and willing, as necessary, to make both organization-directed and peer-focused contributions.

Having located role definitions as central constructs within theories of social exchange and prosocial behavior, we now proceed to identify key contextual and individual factors that might be key determinants of OCB role definition as well as the mechanisms by which OCB role definition influences citizenship behavior. In this analysis, we consider the important role of perceptions of the procedural fairness of supervisory treatment as well as the individual differences of reciprocation wariness, perspective taking, and empathic concern, which emerged from our review of the social exchange and prosocial behavior literatures. Our framework of OCB role definition predictors is summarized in Figure 1.

### Predicting OCB Role Obligations

*Procedural justice perceptions.* Social exchange and procedural justice theories are coupled closely in OCB research (Konovsky & Pugh, 1994; Moorman, 1991; Moorman, Niehoff, &

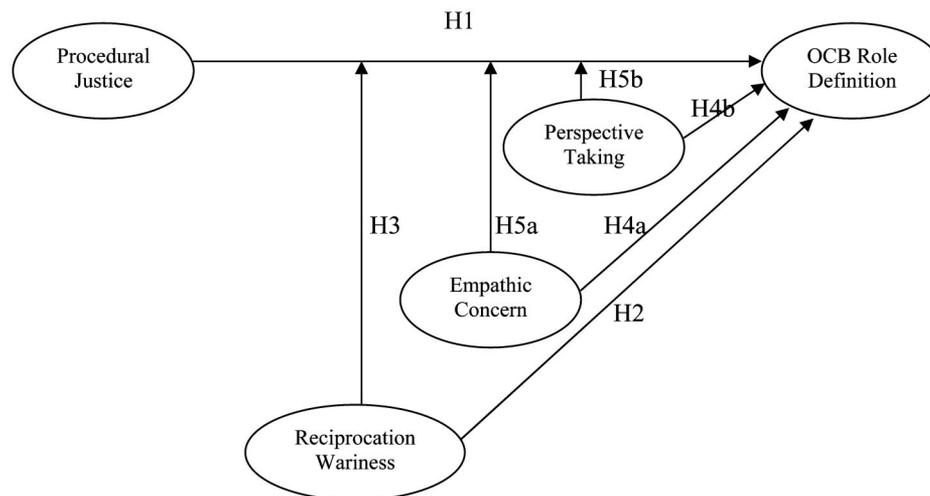


Figure 1. Predictors of organizational citizenship behavior (OCB) role definition (Hypotheses 1–5). H = Hypothesis.

Organ, 1993; Organ & Moorman, 1993; Pillai et al., 1999; Tepper et al., 2001). Although early reflection in the OCB literature addressed the role of fairness in general (Organ, 1988), the focus of attention quickly shifted to procedural justice in particular (Moorman et al., 1993; Organ & Moorman, 1993). It is important to note that empirical findings show that it is the experience of fair treatment from organizational authorities—operationalized either as supervisory procedural justice or as interactional justice—rather than perceived distributive justice that accounts for the effects of justice on OCB (Konovsky & Pugh, 1994; Moorman, 1991; Moorman et al., 1993; Organ & Moorman, 1993; Pillai et al., 1999). Such findings suggest that employees come to understand their relationship to organizations and organizational authorities in terms of social exchange when they experience procedural fairness in their treatment, because this communicates to them that they are valued and cared for (Lind & Tyler, 1988; Tyler & Blader, 2003; Tyler & Smith, 1998).

The norm of reciprocity that is central to social exchange theory suggests that those receiving favorable treatment from others feel a sense of obligation to reciprocate in some manner (Blau, 1964; Gouldner, 1960; Wayne, Shore, Bommer, & Tetrick, 2002). We maintain that within organizations, the sense of obligation that emerges as a response to favorable treatment is reflected in broader role definitions (Gakovic & Tetrick, 2003; Robinson et al., 1994; Shore & Barksdale, 1998). That is, broader role definitions represent reciprocity for procedurally fair treatment received from supervisors as organizational authorities. As such, we hypothesize the following:

*Hypothesis 1:* Procedural justice perceptions are positively associated with OCB role definition.

*Reciprocation wariness.* Although acknowledging the pervasive role that social exchange relationships play within society, we recognize that people differ in their orientations toward social exchange, or as Organ (1977) aptly put it, people differ in “sensitivity to social exchange morality” (p. 51). Organ (1977) suggested and evidence shows (Cotterell, Eisenberger, & Speicher, 1992; Eisenberger, Cotterell, & Marvel, 1987; Lynch, Eisenberger, & Armeli, 1999; Perugini, Gallucci, Presaghi, & Ercolani, 2003) that some individuals are more fearful of being exploited in social exchange relationships and are thus more hesitant to get involved in them. More specifically, Eisenberger and colleagues described an individual difference, labeled *reciprocation wariness*, which measures an individual’s disposition to be fearful of being exploited in social exchange relationships, and they provided empirical evidence that it affects social exchange behavior not only within interpersonal relations but also within individual–organization relations (Eisenberger et al., 1987; Lynch et al., 1999).

We maintain that, given fear of exploitation in social exchange, wary individuals are less easily convinced of the desirability of social exchange relationships than are those low in wariness. Furthermore, wary individuals have lower baseline expectations for exchange relationships—including not only what they can expect to receive from others but also what they are obligated to contribute to them—than less wary individuals. Thus, as reciprocation wariness increases, individuals define their OCB obligations in increasingly narrow terms.

*Hypothesis 2:* Reciprocation wariness is negatively associated with OCB role definition.

Wary individuals have been shown to be less inclined to endorse positive reciprocity norms (reciprocation of favorable treatment) and more inclined to endorse negative reciprocity norms (reciprocation of unfavorable treatment; Lee & Tetrick, 2005; Perugini et al., 2003). Thus, one might expect that wary individuals who are fearful of being exploited are more sensitive to perceived injustice and less sensitive to treatment fairness than are less wary individuals. However, because wary individuals are theorized to have constrained role definitions, perceived injustice may not strongly impact (already constrained) role definitions. Further, we expected that wary individuals would be less likely to be influenced by positive treatment from the organization. By way of contrast, however, we expected individuals low in wariness (and thus more favorably disposed toward positive reciprocity and less concerned with negative reciprocity) to respond favorably to fair treatment (Eisenberger, Lynch, Aselage, & Rohdieck, 2004). Thus, we hypothesized the following:

*Hypothesis 3:* Reciprocation wariness moderates the positive relationship between procedural justice perceptions and OCB role definition, such that this relationship is strongest when reciprocation wariness is low.

*Empathic concern and perspective taking.* The personality variable most studied in relationship to prosocial behavior is empathy, and accumulated evidence suggests that it is associated with OCB (Borman, Penner, Allen, & Motowidlo, 2001; McNeely & Meglino, 1994; Spector & Fox, 2002). For Penner and colleagues, empathy is a defining element of the prosocial personality, and empirical findings show it to be a robust predictor of OCB (Penner, 2002; Penner & Finkelstein, 1998; Penner et al., 1997; Rioux & Penner, 2001). For organizational scholars and social psychologists alike, the psychological construct of empathy captures at least two distinguishable but related phenomena—perspective taking as the tendency to be aware of and adopt the perspective of the other (cognitive empathy) and empathic concern as the tendency to respond emotionally to the fortunes and misfortunes of others (affective empathy; Allen, Fecteau, & Fecteau, 2004; Davis, 1980, 1983; Parker & Axtell, 2001; Settoon & Mossholder, 2002; Spector & Fox, 2002).

Kidder (2002) and Kidder and McLean Parks (1993) contended that individuals high in empathic concern and perspective taking are more inclined to view altruism and courtesy as inrole forms of OCB. Individuals oriented toward the needs of others (high in empathic concern) and aware of those needs (high in perspective taking) should be more inclined to adopt a prosocial role identity consistent with this orientation and define OCB as inrole conduct. By the same token, it should be easier for individuals less aware of the needs of others (low in perspective taking) and less aroused by observed need (low in empathic concern) to deny personal responsibility for constructive intervention and thus be less inclined to define OCB as a role obligation. Consistent with this understanding, Finkelstein and Penner (2004) found strong associations between prosocial values and the extent to which individuals incorporate interpersonally directed OCB into workplace role identities as well as between organizational concern motives and the extent

to which individuals incorporate organization-directed OCB into workplace role identities. Accordingly, we hypothesized the following:

*Hypothesis 4:* Individual differences in (a) empathic concern and (b) perspective taking are positively associated with OCB role definition.

Furthermore, because citizenship contributions may entail some level of personal sacrifice or cost, we believed that both empathic concern and perspective taking would interact with perceptions of procedural justice to predict OCB role definition. That is, those oriented toward others' emotions (empathic concern) and viewpoints (perspective taking) will be more inclined to view OCB role obligations broadly, regardless of whether the procedural fairness of treatment they receive is low or high. We theorized, however, that the extent to which individuals low in empathic concern and perspective taking view citizenship behavior as role defined will be influenced more by their perception of situational factors, including the procedural fairness of their treatment. Consistent with this understanding, we hypothesized the following:

*Hypothesis 5:* (a) Empathic concern and (b) perspective taking moderate the positive relationship between procedural justice perceptions and OCB role definition, such that the relationship is strongest when empathic concern and perspective taking are low.

A major goal of our research was to answer calls in the literature to examine the individual and situational factors influencing OCB role definitions (Morrison, 1994; Podsakoff et al., 2000; Tepper et al., 2001). Drawing on insights from theories of social exchange and prosocial behavior, we argue that people are likely to define their roles more broadly when they are treated in a manner that is fair, when they are low in dispositional reciprocity wariness, and when they are high in empathy (empathic concern and perspective taking). We also assert that these individual differences moderate the relationship of procedural justice perceptions with role definitions. We complete our analysis below by addressing the way in which perceptions of procedural justice and role definitions influence OCB.

### *Procedural Justice and Role-Definition Perceptions Predicting Citizenship Behavior*

Although researchers generally agree that employee role definitions are likely to influence citizenship behavior, they differ substantially in how they model and explain these effects (Morrison, 1994; Tepper et al., 2001). For instance, Morrison (1994) argued, and reported findings showing, that employees are more likely to perform OCBs when they see such behaviors as in role rather than extrarole. In contrast, Tepper et al. (2001) argued that the effects of fair supervisory treatment on employee OCB are strongest when employees view citizenship behavior as discretionary rather than required. That is, employees who define OCB as extrarole (i.e., greater role discretion) would engage in more OCB when they are treated fairly and less OCB when procedural justice is perceived as being low. Although at first glance these two lines of explanation appear to be competing perspectives—direct effect versus moderation effect—we argue, on the basis of insights from role identity theories of prosocial behavior, that they are complementary. A summary of the relationships we discuss below is presented in Figure 2.

As discussed above, role-identity theory proposes that employees differ in the extent to which they view themselves as occupants of identifiable prosocial roles and that these self-inrole beliefs have direct implications for behavior (Callero, 1985; Callero et al., 1987; Grube & Piliavin, 2000; Penner, 2002; Penner & Finkelstein, 1998; Penner et al., 1997). Donors give blood more often, volunteers contribute more of their time, and citizens more actively participate in recycling programs when they view themselves as occupants of relevant prosocial roles (Callero, 1985; Callero et al., 1987; Grube & Piliavin, 2000; Mannetti, Pierro, & Livi, 2004). These findings, consistent with Morrison (1994), suggest that employees should be more inclined to engage in OCB when they perceive it as a role obligation—in role rather than extrarole.

Beyond the direct effects of role definition on OCB, role identity theorists have argued that role perceptions moderate the effects of normative prescriptions on behavior, a dynamic referred to as responsibility denial (Schwartz, 1973; Schwartz & Howard, 1980). More specifically, Schwartz and colleagues have argued that norms (beliefs governing how one should behave and respond to

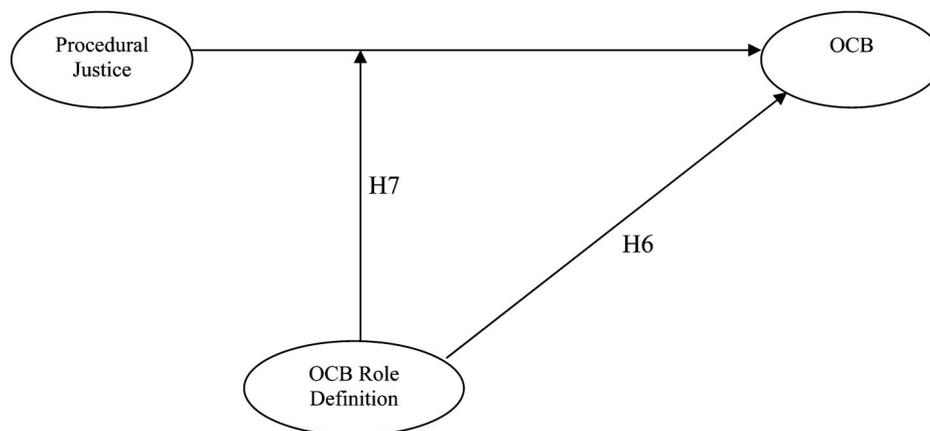


Figure 2. Procedural justice and organizational citizenship behavior (OCB) role definitions predicting OCB (Hypotheses 6 and 7). H = Hypothesis.

others) are strong predictors of behavior only when individuals feel a sense of responsibility to adhere to such norms (Schwartz, 1973; Schwartz & Howard, 1980). Thus, although the normative prescription underlying social exchange relations is that one should respond to favorable treatment with increased discretionary contributions, this relationship may be moderated by responsibility denial. We maintain that individuals treated in a procedurally unjust manner may be most inclined to cut back on discretionary citizenship contributions when they can deny personal responsibility for engaging in such behavior.

Thus, role-identity theories of prosocial behavior suggest not only that employees are inclined to engage in OCB when they believe that it is inrole behavior but also that employees may reduce contributions in response to perceived unfairness only when they believe that OCB is discretionary. This dynamic is similar but not identical to the role discretion dynamic proposed by Tepper and colleagues (Tepper et al., 2001; Tepper & Taylor, 2003; Zellars et al., 2002). Whereas both frameworks theorize an interaction between justice perceptions and role definition on OCB, so that the relationship between procedural justice perceptions and OCB is stronger when role definitions are discretionary, the form of the interaction being predicted is different. Both frameworks predict OCB to be least when perceived OCB role definition and procedural justice are low. The responsibility-denial perspective suggests that employees perceiving OCB as an obligation will continue to contribute even if treated in a procedurally unfair manner. In contrast, the role discretion framework proposes that OCB will be greatest when perceived justice is high and OCB is considered above and beyond the call of duty. Indeed, past empirical findings have consistently shown that employees are least likely to engage in OCB when they feel unfairly treated and see OCBs as extrarole (Tepper et al., 2001; Tepper & Taylor, 2003; Zellars et al., 2002), but they have failed to show that employees engage in OCB most when they perceive treatment as fair and OCB as extrarole (rather than in role).

When these insights from role-identity theory are applied in the context of OCB role definition and behavior, they suggest the following two final hypotheses:

*Hypothesis 6:* OCB role definition is positively associated with OCB.

*Hypothesis 7:* OCB role definition moderates the positive relationship between perceived procedural justice and OCB, such that employees engage in OCB least when perceived treatment fairness and OCB role definition are low.

It is important to note that our hypotheses address OCB in general rather than specific dimensions of the construct. A recent meta-analytic review found that specific forms of OCB (e.g., organization-directed OCB or person-directed OCB) are not predicted differentially (LePine, Erez, & Johnson, 2002). In reviewing the prosocial behavior literature, we found empathic concern and role-identity variables used to predict both organization- and person-directed forms of prosocial behavior (Callero et al., 1987; Grube & Piliavin, 2000; Penner & Finkelstein, 1998). Similarly, reciprocation wariness has been associated with behavior (including prosocial behavior and other forms of conduct) within the context of both interpersonal and employee-organization rela-

tions; Eisenberger et al., 1987; Lynch et al., 1999). Nonetheless, organizational scholars have suggested that relational variables like empathy should more strongly predict interpersonally directed OCBs than organization-directed OCB and that exchange-related variables, such as reciprocation wariness, should be more predictive of organization-directed than interpersonally directed OCBs (Borman et al., 2001; Kidder & McLean Parks, 1993, 2001; McNeely & Meglino, 1994; Podsakoff et al., 2000; Settoon & Mossholder, 2002). Given the potential for differential patterns of prediction and the fact that the individual differences examined in the present study were not included in recent meta-analyses (Borman et al., 2001; LePine et al., 2002; Podsakoff et al., 2000), we operationalize OCB in terms of both organization-directed OCB (loyal boosterism) and interpersonally directed OCB (helping behavior).

## Method

### *Sample and Procedure*

A sample of 220 engineers and their immediate supervisors from an oil refinery of a Fortune 500 company located in India participated in this study (75% response rate). Supervisor assessments were not obtained for 1 of the respondents, so we conducted all analyses on the 219 subjects for whom we had complete data. All subjects spoke fluent English, the working language in the division. Most subjects (97.2%) were male with at least an undergraduate university degree (76%). The mean age was 31.6 years.

We used two survey instruments in our study: one for subordinates and one for supervisors. The subordinate survey included the measures of reciprocation wariness, empathic concern, perspective taking, procedural justice, and OCB role definitions. Subordinates completed the survey in groups of between 4 and 8 during their working hours in a room on company premises. The supervisor form contained the measures of subordinate OCB. Supervisors similarly completed the survey in a separate room on company premises during regular work hours. On average, supervisors provided assessments of 6 employees; the average span of control was 9 employees.

### *Measures*

We used only published, validated measures in this study. Subjects responded to multi-item scale questions on a 7-point scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

*OCB.* We examined two distinct forms of OCB—OCB toward the organization (Loyal Boosterism) and OCB toward individuals (Interpersonal Helping) using 5-item measures from Moorman and Blakely (1995). *Loyal Boosterism* refers to the promotion of the organizational image to outsiders and is assessed with items such as “This employee defends the organization when other employees criticize it.” *Interpersonal Helping* refers to helping coworkers in their jobs when such help is needed and is assessed with items such as “This employee voluntarily helps new employees settle into the job.” Reliability estimates ( $\alpha$ ) for Loyal Boosterism and Interpersonal Helping are .89 and .90, respectively.

*OCB role definitions.* Following the recommendation of Podsakoff et al. (2000), we had respondents provide three distinct assessments of each of the 10 OCB items: whether the behavior was (a) part of the job, (b) recognized and rewarded in some way, and (c) associated with formal or informal sanctions if not performed. The results of second-order factor analysis showed the data were best represented by two superordinate factors corresponding to the targets of OCB role definition—the organization and coworkers. Accordingly, we computed six composite measures consisting of five items each—these composite measures correspond with

the two forms of OCB (loyal boosterism and interpersonal helping) and the three forms of role-definition assessment (part of the job, recognized and rewarded, and sanctioned if not performed)—and computed overall scores for role-defined loyal boosterism and interpersonal helping as the average of the three relevant composite scores. For these constructs, higher assessments reflect greater role definition. Reliability estimates ( $\alpha$ ) for role-defined loyal boosterism and role-defined interpersonal helping are .89 and .88, respectively.

**Procedural Justice.** We measured supervisory procedural justice using a 4-item scale developed and validated by Byrne (1999) and used by Rupp and Cropanzano (2002). A sample item is as follows: "Where I work my supervisor's procedures and guidelines are very fair." The reliability estimate ( $\alpha$ ) for the present sample is .82.

**Reciprocation wariness.** We used Eisenberger's 10-item Reciprocation Wariness Scale (Eisenberger, Speicher, Leeds, Lynch, & Banicky, 1998). This measure has been adapted for use in several studies and has acceptable construct validity (Cotterell et al., 1992; Eisenberger et al., 1987; Lynch et al., 1999). Sample items include "It generally pays to let others do more for you than you do for them" "I feel used when people ask favors of me" and "People who act nicely toward others are often just trying to get something." Reliability ( $\alpha$ ) of this measure for the present sample is 0.91.

**Empathic Concern and Perspective Taking.** We assessed Empathic Concern and Perspective Taking with the Interpersonal Reactivity Index (Davis, 1980, 1983). Sample items include "I often have tender concerned feelings for people less fortunate than me" (Empathic Concern) and "I always look at everybody's side of a disagreement before I make a decision" (Perspective Taking). Reliability estimates ( $\alpha$ ) are .79 (Empathic Concern) and .84 (Perspective Taking).

## Results

Before testing our hypotheses, we first evaluated the discriminant and convergent properties of our measures with confirmatory factor analysis (using AMOS 5.0). Specifically, we first examined an eight-factor model with items loaded on their respective scales: Loyal Boosterism, Interpersonal Helping, Role-Defined Loyal Boosterism, Role-Defined Interpersonal Helping, Procedural Justice, Reciprocation Wariness, Perspective Taking, and Empathic Concern. We compared this eight-factor model with plausible

alternative nested models, including (a) a single-factor model, (b) a two-factor model reflecting the two sources of assessment (employees and supervisors), (c) a six-factor model with the three dispositional variables incorporated into a single factor, (d) a six-factor model with the two forms of OCB and OCB role definition combined to represent overall OCB and OCB role definition, and (e) a six-factor model with items from the two loyal boosterism measures (role definition and behavior) loading on one common factor and with items from the two interpersonal helping measures (role definition and behavior) loading on another common factor (see Table 1). Overall, these results clearly show that the hypothesized eight-factor model provides substantially improved fit over these relevant alternative models.

Looking more closely at our theorized measurement model, we found a reasonably good fit of the data based on established criteria (Bentler & Bonnett, 1980)—the comparative fit index was .91, the Tucker–Lewis index was .91, and the root-mean-square error of approximation was .04. The standardized loadings of all items on their specified constructs (see Table 2) were significant at the .001 level, suggesting that construct scales have convergent validity (Fornell & Larcker, 1981). Internal consistency estimates (Cronbach's alpha) for all measures exceeded the recommended minimum level of .70 (Nunnally, 1978). As a final step in establishing discriminant validity, we examined whether the squared interconstruct correlations for construct pairs were greater than the average shared variance of each construct (Fornell & Larcker, 1981), following procedures outlined by Netemeyer, Johnston, and Burton (1990). In all cases, average shared variance measures were greater than squared interconstruct correlations, thus showing strong evidence of discriminant validity (Fornell & Larcker, 1981).

Table 3 presents descriptive statistics, correlations, and reliability estimates for the study variables. The results provide initial support for Hypothesis 1, Hypothesis 2, Hypothesis 4a, and Hypothesis 4b, with significant correlations between OCB role definition and procedural justice (Hypothesis 1:  $r = .19, p < .01$ , and  $r = .53, p < .01$ , for role-defined loyal boosterism and role-defined interpersonal helping, respectively), reciprocation wari-

Table 1  
Confirmatory Factor Analysis of Nested Models

Model	Description	$\chi^2$	df	Comparative fit index	Tucker–Lewis index	Root-mean-square error of approximation	Change from Model 6	
							$\Delta\chi^2$	$\Delta df$
1	One-factor model	3,519.47	902	.41	.38	.12	2,266.55	28
2	Two-factor model <sup>a</sup>	3,048.31	901	.52	.49	.10	1,795.39	27
3	Six-factor model <sup>b</sup>	2,045.62	887	.74	.72	.08	792.7	13
4	Six-factor model <sup>c</sup>	1,806.21	887	.79	.78	.07	553.29	13
5	Six-factor model <sup>d</sup>	1,620.55	887	.83	.82	.06	367.63	13
6	Eight-factor model <sup>e</sup>	1,252.92	874	.91	.91	.04		

Note.  $N = 219$ . OCB = organizational citizenship behavior. All chi-squares are significant at  $p < .001$ .

<sup>a</sup> Employee assessments (procedural justice, reciprocation wariness, empathic concern, perspective taking, role-defined loyal boosterism, role-defined interpersonal helping) and supervisor assessments (loyal boosterism and interpersonal helping). <sup>b</sup> Individual differences (reciprocation wariness, empathic concern, and perspective taking) combined into a single factor. <sup>c</sup> OCB items (loyal boosterism and interpersonal helping) combined and OCB role-definition items (role-defined loyal boosterism and role-defined interpersonal helping) combined.

<sup>d</sup> Loyal boosterism items (OCB and OCB role definition) combined together as one construct, and interpersonal helping items (OCB and OCB role-definition) combined together as one construct. <sup>e</sup> Hypothesized model.

Table 2  
Factor Loadings for Confirmatory Factor Analysis of Study Variables

Item	Loadings
<b>Loyal Boosterism<sup>a</sup></b>	
Defends the organization when outsiders criticize it	.81
Shows pride when representing the organization in public	.81
Encourages friends and family to utilize organizational products	.79
Actively promotes the organization's products and services to potential users	.77
Defends the organization when other employees criticize it	.73
<b>Interpersonal Helping<sup>a</sup></b>	
Adjusts work schedule to accommodate other employees' requests for time off	.83
Goes out of way to help coworkers with work-related problems	.82
Voluntarily helps new employees settle into the job	.81
Goes out of way to make newer employees feel welcome in the work group	.78
Shows genuine concern and courtesy toward coworkers, even under the most trying business or personal situations	.78
<b>Role-Defined Loyal Boosterism<sup>a</sup></b>	
Loyal boosterism behaviors are "part of the job"	.85
Loyal boosterism behaviors are "recognized and rewarded in some way"	.79
Those not performing loyal boosterism behaviors face "formal and informal sanctions"	.63
<b>Role-Defined Interpersonal Helping<sup>a</sup></b>	
Those not performing interpersonal helping behaviors face "formal and informal sanctions"	.71
Interpersonal helping behaviors are "recognized and rewarded in some way"	.69
Interpersonal helping behaviors are "part of the job"	.64
<b>Procedural Justice<sup>b</sup></b>	
My supervisor doesn't have any fair policies. (r)	.75
Where I work, my supervisor's procedures and guidelines are very fair.	.74
The procedures my supervisor uses to make decisions are not fair. (r)	.74
I can count on my supervisor to have fair policies.	.67
<b>Reciprocation Wariness Scale<sup>c</sup></b>	
People who act nicely toward others are often just trying to get something.	.78
I feel used when people ask favors of me.	.75
You should only help someone if that person will help you in the future.	.75
How many favors you do for someone should depend on how many favors they do for you.	.72
You should not bend over backwards to help another person.	.71
You should give help only when it benefits you.	.71
In the long run, it is better to accept favors than to do favors for others.	.69
The most realistic policy is to take more from others than you give.	.68
When I help someone, I often find myself thinking about what is in it for me.	.64
It generally pays to let others do more for you than you do for them.	.58
<b>Perspective Taking<sup>d</sup></b>	
I believe that there are two sides to every question and try to look at them both.	.70
When I'm upset at someone, I usually try to "put myself in their shoes" for a while.	.70
I sometimes try to understand my friends better by imagining how things look from their perspective.	.65
If I'm sure I'm right about something, I don't waste much time listening to other people's arguments. (r)	.65
I sometimes find it difficult to see things from the "other person's" point of view. (r)	.64
I try to look at everybody's side of a disagreement before I make a decision.	.64
Before criticizing somebody, I try to imagine how I would feel if I were in their place.	.61
<b>Empathic Concern<sup>d</sup></b>	
I would describe myself as a pretty soft-hearted person.	.70
When I see someone being treated unfairly, I sometimes don't feel very much pity for them. (r)	.69
When I see someone being taken advantage of, I feel kind of protective towards them.	.60
Other people's misfortunes do not usually disturb me a great deal. (r)	.59
I am often quite touched by things that I see happen.	.59
I often have tender, concerned feelings for people less fortunate than me.	.51
Sometimes I don't feel very sorry for other people when they are having problems. (r)	.49

Note. *N* = 219. Standardized factor loadings reported. All factor loadings are significant at the *p* < .001 level. Model fit statistics are as follows:  $\chi^2(874, N = 219) = 1,252.92, p < .001$ , comparative fit index = .91, Tucker-Lewis index = .91, root-mean-square error of approximation = .04. *r* = reverse-coded.

<sup>a</sup> Organizational Citizenship Behavior Scale (Moorman & Blakely, 1995). <sup>b</sup> Byrne (1999). <sup>c</sup> Eisenberger et al. (1998). <sup>d</sup> Interpersonal Reactivity Index (Davis, 1980, 1983).

ness (Hypothesis 2: *r* = -.54, *p* < .01, and *r* = -.16, *p* < .05, for role-defined loyal boosterism and role-defined interpersonal helping, respectively), empathic concern (Hypothesis 4a: *r* = .23, *p* < .01, and *r* = .39, *p* < .01, for role-defined loyal boosterism and role-defined interpersonal helping, respectively) and perspective

taking (Hypothesis 4b: *r* = .25, *p* < .01, and *r* = .38, *p* < .01, for role-defined loyal boosterism and role-defined interpersonal helping, respectively).

Hypothesis tests were conducted using hierarchical regression analysis. For models predicting OCB role definition, we entered

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Table 3  
Correlations and Descriptive Statistics

Variable	M	SD	1	2	3	4	5	6	7	8
1. Procedural justice	5.03	0.94	(.82)							
2. Reciprocation wariness	4.59	1.14	-.04	(.91)						
3. Perspective taking	5.05	0.76	.04	-.25	(.84)					
4. Empathic concern	4.76	0.92	.16	-.18	.33	(.79)				
5. Role-defined loyal boosterism	4.45	1.04	.19	-.54	.25	.23	(.89)			
6. Role-defined interpersonal helping	5.16	0.80	.53	-.16	.38	.39	.38	(.88)		
7. Loyal boosterism	5.37	0.87	.33	-.27	.17	.30	.32	.49	(.89)	
8. Interpersonal helping	5.54	0.91	.48	-.24	.37	.38	.31	.56	.51	(.90)

Note.  $N = 219$ . Correlations greater than .17 are significant at the  $p < .01$  level. Correlations greater than .15 are significant at the  $p < .05$  level. Interitem reliability estimates (Cronbach's alpha) are in parentheses and appear on the diagonal.

procedural justice perception and individual-difference variables in Step 1, followed by interactions in Step 2. For models predicting OCB, we entered procedural justice perception and individual-difference variables in Step 1, the main effect of role definition in Step 2, and the interaction of procedural justice and role definition in Step 3. Following Cohen, Cohen, West, and Aiken (2003), we centered main effect variables prior to computing interaction terms. After plotting significant interactions, we probed them further by conducting simple slope analyses (Cohen et al., 2003). More specifically, we report regression slopes at two levels of the moderating variable—low ( $-1$  SD) and high ( $+1$  SD).

We hypothesized that higher levels of perceived procedural justice (Hypothesis 1) would be associated with increased OCB role definition. As shown in Table 4, and in support of Hypothesis 1, procedural justice perceptions were positively associated with role definitions both for loyal boosterism ( $\beta = .15$ ),  $t(214) = 2.67$ ,  $p < .01$ , and interpersonal helping ( $\beta = .48$ ),  $t(214) = 9.37$ ,  $p < .001$ . These results confirm that employees are more likely to define their jobs broadly when they believe they are being treated fairly.

We hypothesized that lower levels of reciprocation wariness (Hypothesis 2) and higher levels of empathic concern (Hypothesis 4a) and perspective taking (Hypothesis 4b) would be associated

with increased OCB role definition. As shown in Table 4, the individual-difference variables were significant predictors of the two OCB role-definition measures. Notably, however, reciprocation wariness predicted role-defined loyal boosterism ( $\beta = -.49$ ),  $t(214) = -8.51$ ,  $p < .001$ , but not interpersonal helping ( $\beta = -.03$ ),  $t(214) = -.58$ , *ns*. Also, empathic concern and perspective taking were related to role-defined interpersonal helping,  $\beta = .22$ ,  $t(214) = 4.01$ ,  $p < .001$ , and  $\beta = .28$ ,  $t(214) = 5.12$ ,  $p < .001$ , respectively, but not to loyal boosterism,  $\beta = .09$ ,  $t(214) = 1.42$ , *ns*, and  $\beta = .10$ ,  $t(214) = 1.57$ , *ns*, respectively. Thus, although the correlational analyses provided full support for Hypotheses 2 and 4, the regression analyses provided only qualified support.

We hypothesized that the positive relationship between procedural justice perceptions and OCB role definition would be moderated by reciprocation wariness (Hypothesis 3), empathic concern (Hypothesis 5a), and perspective taking (Hypothesis 5b). As shown in Table 4, the set of interaction terms explains additional variance in both role-defined loyal boosterism ( $\Delta R^2 = .04$ ),  $\Delta F(3, 211) = 5.23$ ,  $p < .01$ , and role-defined interpersonal helping ( $\Delta R^2 = .04$ ),  $\Delta F(3, 211) = 5.85$ ,  $p < .001$ . The findings show a significant Reciprocation Wariness  $\times$  Perceived Procedural Justice interaction for role-defined loyal boosterism ( $\beta = -.20$ ),  $t(212) = -3.35$ ,  $p < .01$ , the form of which is as hypothesized (see Figure 3). Simple slope analysis results show that procedural justice predicts role-defined loyal boosterism when wariness is low

Table 4  
Regression Analysis Results Predicting Role-Defined Loyal Boosterism and Interpersonal Helping

Independent variable	Role-defined loyal boosterism		Role-defined interpersonal helping	
	Step 1	Step 2	Step 1	Step 2
Procedural justice (PJ)	.15**	.18**	.48***	.46***
Reciprocation wariness (RW)	-.49***	-.51***	-.03	-.06
Empathic concern (EC)	.09	.04	.22***	.25***
Perspective taking (PT)	.10	.08	.28***	.25***
RW $\times$ PJ		-.20**		-.07
EC $\times$ PJ		.09		-.04
PT $\times$ PJ		-.05		-.20***
$\Delta R^2$	.34***	.04**	.45***	.04**
$R^2$	.34	.38	.45	.49
Adjusted $R^2$	.33	.36	.44	.48

Note.  $N = 219$ . Standardized coefficients (betas) are reported. \*\*  $p < .01$ . \*\*\*  $p < .001$ .

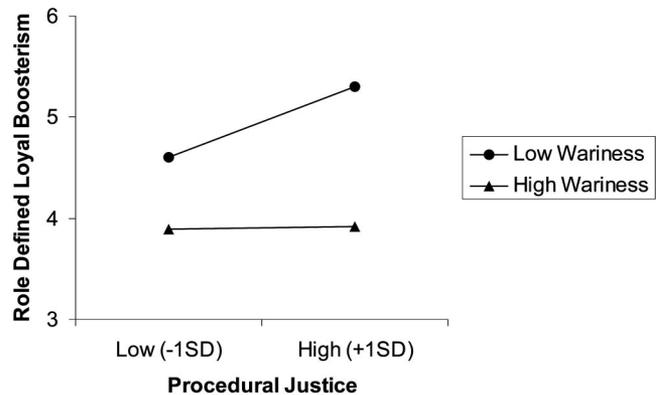


Figure 3. Interaction between reciprocation wariness and perceived procedural justice in predicting role-defined loyal boosterism behavior.

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( $\beta = .40$ ),  $t(215) = 4.89$ ,  $p < .001$ , but not when wariness is high ( $\beta = .00$ ),  $t(215) = .05$ ,  $ns$ ).

The findings reported in Table 4 also show a significant Perspective Taking  $\times$  Perceived Procedural Justice interaction for role-defined interpersonal helping ( $\beta = -.20$ ),  $t(212) = -3.67$ ,  $p < .001$ . We depict this interaction graphically in Figure 4. Consistent with our hypothesis, the results of simple slope analysis confirm that the relationship of perceived procedural justice and role-defined interpersonal helping was stronger for those low in perspective taking ( $\beta = .57$ ),  $t(215) = 9.13$ ,  $p < .001$ , than for those high in perspective taking ( $\beta = .30$ ),  $t(215) = 4.50$ ,  $p < .001$ . And although a significant interaction was found for perspective taking, no effect was observed for empathic concern. Thus, the results provide support for Hypothesis 5b but not for Hypothesis 5a.

Finally, we hypothesized that OCB role definitions would directly predict OCB (Hypothesis 6) and moderate the relationship of perceived procedural justice with OCB (Hypothesis 7). As reported in Table 5, after controlling for procedural justice and individual differences, we found that role-defined loyal boosterism was still a significant predictor of supervisor-assessed loyal boosterism ( $\beta = .15$ ),  $t(213) = 2.00$ ,  $p < .05$ , and role-defined interpersonal helping was a significant predictor of supervisor-assessed interpersonal helping ( $\beta = .25$ ),  $t(213) = 3.54$ ,  $p < .001$ . Thus, Hypothesis 6 was supported.

As shown in Table 5, the Procedural Justice  $\times$  Role Definition interaction term added unique variance for both loyal boosterism ( $\Delta R^2 = .05$ ),  $\Delta F(1, 212) = 15.94$ ,  $p < .001$ , and interpersonal helping ( $\Delta R^2 = .01$ ),  $\Delta F(1, 212) = 5.67$ ,  $p < .05$ . As shown in Figures 5 and 6 and consistent with Hypothesis 7, OCB was lowest when both procedural justice and role definitions were low. In general, employees performed more OCBs when either procedural justice or role definitions were high. The results of simple slope analysis also indicated that procedural justice was not related to OCB when role definitions were high,  $\beta = .08$ ,  $t(215) = 1.10$ ,  $ns$ , for loyal boosterism and  $\beta = .12$ ,  $t(215) = 1.45$ ,  $ns$ , for interpersonal helping. However, when role definitions were low, procedural justice predicted both forms of OCB,  $\beta = .41$ ,  $t(215) = 5.40$ ,  $p < .001$ , for loyal boosterism and  $\beta = .25$ ,  $t(215) = 4.06$ ,  $p < .001$ , for interpersonal helping. Such results support the interaction proposed in Hypothesis 7.

## Discussion

Our results provide new insight into the role of individual differences as predictors of OCB role definition. We found that people high in reciprocation wariness were less inclined to view loyal boosterism as role-defined behavior and that people high in empathic concern and perspective taking were more inclined to view interpersonal helping as role-defined behavior. Furthermore, we found that the positive effects of procedural justice perceptions on role-defined loyal boosterism were stronger for those low rather than high in reciprocation wariness. Similarly, the positive effects of procedural justice perceptions on role-defined interpersonal helping were strongest for those low rather than high in perspective taking. Finally, we found that employees perceiving OCB as discretionary or extrarole were not only less inclined to engage in this behavior but also more inclined (relative to employees perceiving OCB as in role) to respond to perceived injustice with

reduced citizenship behavior. It is important to note that these last findings were consistent for both organization-directed OCB (loyal boosterism) and person-focused OCB (interpersonal helping). Taken together, our results bring into focus the role of individual as well as situational factors as determinants of OCB role definition, help clarify the underlying psychological mechanisms by which OCB role definitions influence behavior, and highlight the potential for theories of social exchange and prosocial behavior to inform OCB theory and research.

### *Individual Differences and Justice Perceptions Jointly Predict OCB Role Definitions*

Our findings have particular relevance in light of recent calls for research on the individual and situational factors influencing OCB role definition (Morrison, 1994; Podsakoff et al., 2000; Tepper et al., 2001). Research in this area is just emerging, and our study is the first to systematically examine the role of individual differences. Our findings show not only that individual differences directly predict OCB role definition but also that they moderate relationships between procedural justice perceptions and OCB role definitions. This latter finding has particular relevance in light of the inconsistency of past empirical findings concerning the relationship between procedural justice perceptions and OCB role definition (Bachrach & Jex, 2000; Kidder, 2002; Korsgaard et al., 2002; Pond et al., 1997; Tepper et al., 2001; Tepper & Taylor, 2003; Zellars et al., 2002). Our findings suggest that this inconsistency may be the result of model underspecification (the moderating effects of individual differences have not been considered), and we maintain that conceptual frameworks for understanding the antecedents of OCB role definition will remain underspecified apart from express inclusion of individual differences.

Consistent with social exchange theory and its central tenet, the norm of reciprocity, as well as past theorizing (Wayne et al., 2002), our findings clearly show that individuals receiving favorable treatment from their supervisors report greater work obligations. However, our findings also support the assertion of Colbert, Mount, Harter, Witt, and Barrick (2004) that "the norm of reciprocity should be modified to include the role of personality" (p. 607). Colbert and colleagues found that perceived organizational

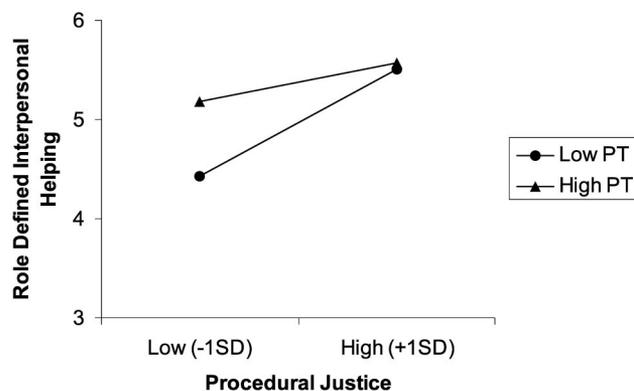


Figure 4. Interaction between perspective taking (PT) and perceived procedural justice in predicting role-defined interpersonal helping behavior.

Table 5  
Regression Analysis Results Predicting Loyal Boosterism and Interpersonal Helping

Independent variable	Loyal boosterism			Interpersonal helping		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Procedural justice	.29***	.27***	.25**	.43***	.32***	.31**
Reciprocation wariness	-.21**	-.14	-.16*	-.12*	-.11*	-.12*
Empathic concern	.21**	.19**	.24***	.20***	.15**	.16**
Perspective taking	.04	.02	.01	.25***	.18**	.16**
Role definition (RD)		.15*	.17*		.25***	.22**
Procedural Justice × RD			-.24***			-.13*
$\Delta R^2$	.22***	.02*	.05***	.41***	.03***	.01*
$R^2$	.22	.24	.29	.41	.44	.45
Adjusted $R^2$	.21	.22	.27	.40	.43	.44

Note.  $N = 219$ . Standardized coefficients (betas) are reported. The loyal boosterism model includes role-defined loyal boosterism in Step 3 and its interaction with procedural justice in Step 4. The interpersonal helping model includes role-defined interpersonal helping in Step 3 and its interactions with procedural justice in Step 4.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

support was negatively associated with interpersonal deviance for individuals low in agreeableness but not for individuals high in agreeableness. Thus, agreeableness constrained the effects of perceived organizational support on interpersonal deviance, such that agreeable individuals were polite and courteous regardless of the level of perceived organizational support. Similarly, we found that perspective taking constrained the relationship of procedural justice with role-defined interpersonal helping, such that the relationship was weaker for individuals higher in perspective taking. Building on the work of Colbert et al., we would argue that agreeable people may continue to engage in helpful, courteous behavior despite perceiving low support because they see such behavior as part of their work obligations. Notably, although Colbert et al. found that individual differences constrained negative behaviors (i.e., interpersonal deviance), our results indicate that individual differences constrain positive outcomes (i.e., broader role definitions). The findings of this study together with those of Colbert et al. support the general assertion that “when personality traits are highly relevant to criteria being investigated, they can constrain or moderate the relationships between perceptions of the work situation and behavior” (p. 607).

Our finding of differential patterns of prediction and moderation for the individual-difference variables on role definitions and be-

havior, although not hypothesized, merits mention and systematic treatment. More specifically, results indicated that empathic concern and perspective taking were related to interpersonally directed citizenship obligations, whereas reciprocation wariness was related to organizationally directed citizenship obligations. We believe that these differential patterns of prediction may be explained in terms of uniquenesses in focus. Reciprocation wariness addresses social exchange relations in terms of outcomes for the self—“Will exchanges with others (people, groups, and organizations) result in favorable outcomes for me?” Empathic concern and perspective taking, on the other hand, address social exchange relations in terms of outcomes for other people—“Are those I am in relationship with receiving favorable outcomes (emotional and tangible)?” Given the interpersonal orientation of empathic concern and perspective taking, we are not surprised to find these constructs most impactful in models predicting role-defined interpersonal helping rather than loyal boosterism. Organization-directed OCB may have value for those high in empathic concern and perspective taking only insofar as it has implications for people (e.g., individuals volunteer time to the Red Cross in order to help people, not the agency per se). On the other hand, given individuals’ concern with conditions of cooperative relations in general (cooperation with systems as well as people), we are not surprised to find that

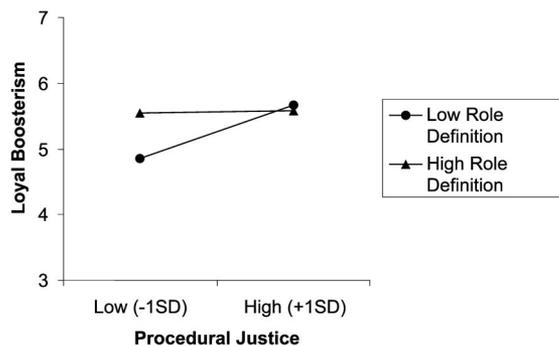


Figure 5. Interaction between perceived procedural justice and role-defined loyal boosterism in predicting loyal boosterism behavior.

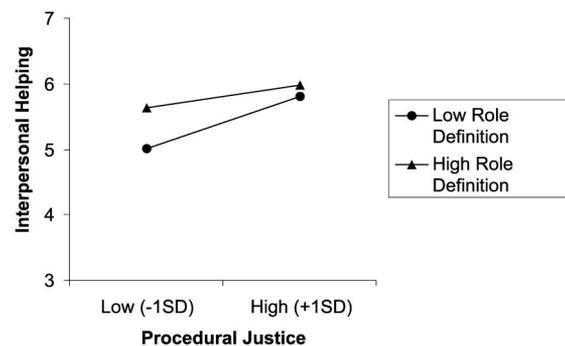


Figure 6. Interaction between perceived procedural justice and role-defined interpersonal helping in predicting interpersonal helping.

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reciprocation wariness is stronger than either empathic concern or perspective taking in predicting role-defined loyal boosterism. We wonder, however, why reciprocation wariness did not have a direct effect or an interactive effect with procedural justice in predicting role-defined interpersonal helping. Our individual-difference constructs were moderately correlated, and the effects of reciprocation wariness on interpersonal helping found in past research (Cotterell et al., 1992; Lynch, et al., 1999) may be accounted for in our findings by perspective taking. In future research, it will be important to examine once again the unique effects of reciprocation wariness on interpersonal role definition, after controlling for empathy and perspective taking effects.

We believe that our findings concerning the role of individual differences as predictors of OCB role definition were particularly strong because we used focused measures rather than a broader measure of agreeableness. As a construct that contrasts a prosocial and communal orientation toward others with antagonism (John & Srivastava, 1999), agreeableness incorporates not only empathic concern and perspective taking as elements of high agreeableness but also reciprocation wariness as an element of low agreeableness. Now, the findings of two meta-analyses (Borman et al., 2001; Organ & Ryan, 1995) have shown that the relationship between agreeableness and OCB, if one exists at all, is disappointingly weak (Organ & McFall, 2004). However, when the effects of other-oriented empathy are analyzed separately from agreeableness, the observed correlations of empathy with OCB have been much stronger than those of agreeableness with OCB (Borman et al., 2001). Such results suggest that greater predictive and explanatory power can be gained through focused attention on specific facets of agreeableness rather than on the more general agreeableness construct. In light of calls for research addressing the role of narrower dimensions of the Big Five, as well as other focused dimensions of personality, in predicting OCB (LePine & Van Dyne, 2001; Organ & Ryan, 1995; Podsakoff, et al., 2000), our findings suggest that further research in this vein will be fruitful.

*"If it's my job, I'll do it. If it's not my job, treat me right and I'll do it!"*

Our results show clearly that employee perceptions of OCB role definition are associated with behavior because employees who believe that OCB is a role obligation are inclined to engage in the behavior and because employees who deny that OCB is a role obligation are inclined to respond to perceived unfair treatment by withholding citizenship contributions. We hypothesized and found that the main (Morrison, 1994) and moderating (Tepper et al., 2001; Tepper & Taylor, 2003; Zellars et al., 2002) effects of OCB role definitions are complementary. That is, although employees perceiving OCB as a role obligation engage in the behavior irrespective of how fairly they believe they are treated, employees who view OCB as discretionary are not only less likely to contribute on that count but also more inclined to respond to evidence of procedural unfairness by withholding contributions.

We were able to integrate these two approaches to modeling role-definition effects (direct effects and moderating effects) by approaching the moderating effects of role definition through the conceptual lens of responsibility denial (Schwartz, 1973; Schwartz & Howard, 1980, 1984). We speculate, given our results and the corroborating evidence reported in prior empirical work (Tepper et

al., 2001; Tepper & Taylor, 2003; Zellars et al., 2002), that the impetus for making citizenship contributions is different from the impetus for withholding them. Until now, OCB researchers have focused attention primarily on the motivational bases for citizenship behavior, and the implicit assumption has been that withholding citizenship contributions is effortless. In fact, norms of collegiality may almost necessitate a certain level of citizenship behavior from employees, and it may be easier for employees to provide nominal assistance to others rather than to "work to rule." As Organ (1988) observed, employees may "simply find it personally and emotionally unacceptable to rein in their contributions, even those of a purely voluntary sort" (p. 78). Under conditions such as these, employees may find it difficult to justify withholding contributions if they have not already formed reasoned denials to absolve themselves of personal responsibility (Sykes & Matza, 1957). Our findings highlight the fact that reasoned denials or rationalizations (e.g., denial of responsibility, as in "It's not my job!") combine together with impetus (e.g., perceived procedural unfairness) to affect behavior.

#### *Additional Analyses Exploring Cross-Construct Effects*

Consistent with past research on OCB role definitions (Finkelstein & Penner, 2004; Morrison, 1994; Tepper, et al., 2001), we tested our hypotheses by including in each regression model the role-definition measure pertaining to the specific form of OCB being predicted. That is, role-defined loyal boosterism was included in models predicting loyal boosterism, and role-defined interpersonal helping was included in models predicting interpersonal helping. Although we have no specific theory to guide us, it is possible that role-definition constructs may have effects beyond those that we were hypothesizing. Indeed, the pattern of intercorrelations among constructs revealed stronger association between role-defined interpersonal helping and loyal boosterism ( $r = .49$ ) than between role-defined loyal boosterism and loyal boosterism itself ( $r = .32$ ), suggesting that interpersonal helping role definitions may have implications for loyal boosterism behavior as well as interpersonal helping behavior. Thus, we conducted additional analyses in which we included both role-definition constructs in Step 2 and both interaction terms (Procedural Justice  $\times$  Role-Defined Interpersonal Helping, Procedural Justice  $\times$  Role-Defined Loyal Boosterism) in Step 3.

Results from these analyses, although consistent with Hypotheses 6 and 7, revealed substantial and systematic cross-construct effects. More specifically, we found that although OCB role definitions did predict OCB (Hypothesis 6), role-defined interpersonal helping was the only significant predictor in Step 2 for both loyal boosterism and interpersonal helping. That is, although role-defined loyal boosterism was not a significant predictor in either model, individuals who viewed helping others as part of their job were more likely to help other people and also to engage in behaviors that help the organization. It is interesting to note that role-defined interpersonal helping has a spillover effect on organization-directed citizenship contributions (i.e., loyal boosterism).

We also found that role-defined loyal boosterism alone interacted with procedural justice in Step 3 to predict both interpersonal helping and boosterism behavior. Such results, although consistent with the general prediction that role-definition constructs would

interact with perceived procedural justice to predict citizenship behavior (Hypothesis 7), indicate that only role-defined loyal boosterism accounted for these effects when both role definitions were included in the regression models. These results suggest that the responsibility–denial mechanism occurs more strongly with organizational-directed OCB role definitions, such that when people perceive low procedural justice and do not see boosterism as role defined, they engage in less boosterism and less helping of coworkers.

Although these findings must be interpreted cautiously, given substantial intercorrelations among the predictor variables and the exploratory nature of the analyses, our results suggest the following. First, individuals having broad role definitions for helping others are more likely to engage in various types of OCBs. Second, when individuals feel unfairly treated and view boosterism as extrarole, then they engage in fewer OCBs. Clearly further research is needed to address both the importance of various role definitions and the functional form of their effects on citizenship behaviors. Our results, although tentative, suggest that different OCB role definitions may influence behavior by different means.

### *Managerial Implications*

Our findings have implications for managers as well as researchers. First and foremost, they highlight the fact that employees treated in very similar ways may perceive their role obligations differently because of personality differences. Second, they affirm the importance of employee role perceptions and the fact that employees generally work to fulfill their perceived obligations within the workplace. Therefore, efforts to shape employee perceptions of work role obligations—through careful selection and training of new recruits, concerted socialization to the organization and the work unit, and strategic use of reward systems that signal to employees the importance of citizenship contributions—may enhance the overall extent to which employees will engage in OCB. Furthermore, once broad OCB role definitions are established, the likelihood that employees will respond to perceived unfair treatment by withholding OCB is reduced. We want to highlight, however, that the insight that employees are inclined to fulfill their obligations irrespective of the fairness of their treatment is not intended to suggest that treatment fairness is unimportant. Managers do not have complete freedom to select and train employees as they would like so as to engender broad role definitions. As such, the admonition is to strive for fairness at all times—employees high in reciprocation wariness and those with narrow OCB role definitions respond to perceived unfairness by withholding citizenship contributions.

### *Limitations*

The limitations of this research suggest directions for future research. First, the subordinate measures were collected with a survey administered at one point in time and thus may be susceptible to same-source mono-method variance, which may inflate the relationships among the variables. Method variance, however, does not seem to be an alternative explanation for the pattern of results found, in particular for the interaction effects. In addition, mono-method variance is not an alternative explanation for the findings regarding OCBs because the OCB measures were col-

lected from supervisors. Nonetheless, given the cross-sectional design of this study, we cannot make conclusive statements regarding causality. We do note, however, that our causal ordering is consistent with past experimental and field research on justice, role definition, and OCB (Bachrach & Jex, 2000; Pond et al., 1997; Tepper et al., 2001; Tepper & Taylor, 2003; Zellars et al., 2002). Furthermore, given the enduring nature of personality, it is unlikely that role perceptions and OCB evaluations influenced our individual-difference variables.

We recognize that the variables included in our research are only representative of the perceived situational factors and individual differences associated with OCB and OCB role definition that have been addressed in the social exchange and prosocial behavior literatures. For example, although we focused solely on procedural justice, in order to extend the foundational work of Tepper and colleagues (Tepper et al., 2001; Tepper & Taylor, 2003; Zellars et al., 2002), future research might examine perceptions of distributive and interactional justice, as evidence indicates they are correlated with citizenship behaviors (Colquitt, Conlong, Wesson, Porter, & Ng, 2001). Relatedly, future research might examine the role of procedural justice while controlling for these other types of justice perceptions. More broadly, perceived organizational support (Moorman, Blakely, & Niehoff, 1998; Rhoades & Eisenberger, 2002), leader–member exchange (Wayne et al., 2002), and trust in supervisors (Konovsky & Pugh, 1994) are variables to be examined in future research. We would not be surprised to find that individual differences moderate the effects of these variables on OCB role definitions and that OCB role definitions moderate the effects of these variables on behavior. Positive affectivity is an individual difference associated with prosocial behavior and discussed at some length in the OCB literature. Although empirical findings concerning the effects of positive affectivity on OCB have been mixed, we note that this individual difference may affect OCB primarily through OCB role definition (which in turn moderates the effects of situational factors on OCB).

In future research, it will be important to capture more explicitly the ways in which people orient themselves within social exchange relationships. We have drawn on recent empirical findings concerning the relationship between reciprocation wariness and personal norms of reciprocity to more fully understand the mindset of wary individuals with respect to social exchange relations (Eisenberger et al., 2004; Lee & Tetrick, 2005; Perugini et al., 2003). We argued that wary individuals are concerned more with negative exchange and less with positive exchange and that this orienting leads them to define OCB as not being role defined, irrespective of the fairness of their treatment. However, the empirical foundations for our assertions are limited to a few recent studies, and more empirical work is needed.

Finally, we see a definite need for systematic comparative work on the dynamics of personality and OCB role definition across cultures. Results from one study comparing OCB role definition across cultures varying in power distance revealed no differences for some dimensions of OCB role definition (interpersonal helping, conscientiousness, and civic virtue) but significant differences on other dimensions (courtesy and sportsmanship; Lam et al., 1999). Exploratory findings by Paine and Organ (2000) reported no significant differences in means across cultures. Such results suggest that our findings regarding mean levels of interpersonal

helping in India, a country characteristically high in power distance, are likely no different from those in countries lower in power distance. However, researchers have yet to bring cross-cultural perspectives to bear on the factors predicting OCB role definition or the mechanisms by which OCB role definition works together with other factors (including perceptions of procedural justice) to determine behavior. Admittedly, our theoretical framework is anchored in Western literature (low collectivism, low power distance) and empirically tested in a non-Western context (high collectivism, high power distance). Thus, we suspect that we are capturing the etic (those elements of social behavior that transcend culture) while missing important aspects of the emic (those aspects of social relations unique to specific cultures).

### Conclusion

Our research brings OCB scholarship back to the theoretical foundations on which it began—theories of social exchange and prosocial behavior. It was the discretionary or extrarole quality of citizenship behavior that gave these theoretical frameworks intuitive appeal. Of late, however, researchers have legitimately questioned whether OCB is really discretionary or extrarole in nature, and interest in identifying more appropriate theoretical foundations is growing among scholars (Zellars & Tepper, 2003). Our argument, supported by our findings, is that the conceptual depths of social exchange and prosocial behavior theories have yet to be plumbed and that new insights quickly emerge as the focus of attention shifts from surface or apparent discretion to the factors shaping beliefs about role obligations, role identity, and responsibility. Our efforts represent an initial attempt to unpack these issues, and further research is needed if researchers are to understand more fully the full spectrum of factors shaping OCB role perceptions.

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