

- McAuley, E., & Courneya, K. S. (1993). Adherence to exercise and physical activity as health-promoting behaviors: Attitudinal and self-efficacy influences. *Applied and Preventative Psychology, 2*, 65-77.
- Prochaska, J. D., & DiClemente, C. C. (1982). Transstheoretical therapy: Toward a more integrative model of change. *Psychotherapy: Theory, Research, and Practice, 20*, 161-173.
- Rodgers, W. M., & Brawley, L. R. (1991). The role of outcome expectations in participation motivation. *Journal of Sport and Exercise Psychology, 13*, 411-427.
- Rodgers, W. M., & Brawley, L. R. (1993). Using both self-efficacy theory and the theory of planned behavior to discriminate adherers and dropouts from structured programs. *Journal of Applied Sport Psychology, 5*, 195-206.
- Sexton, T. L., & Tuckman, B. W. (1991). Self-beliefs and behavior: The role of self-efficacy and outcome expectation over time. *Personality and Individual Differences, 12*, 725-736.
- Sexton, T. L., Tuckman, B. W., & Crehan, K. (1992). An investigation of the patterns of self-efficacy, outcome expectation, outcome value, and performance across trials. *Cognitive Therapy and Research, 16*, 329-348.
- Strecher, V. J., DeVellis, B. M., Becker, M. H., & Rosenstock, M. (1983). The role of self-efficacy in achieving health behavior change. *Health Education Quarterly, 13*, 73-81.
- Weber, E. U. (1994). From subjective probabilities to decision weights: The effect of asymmetric loss functions on the evaluation of uncertain outcomes and events. *Psychological Bulletin, 2*, 228-242.
- Weinstein, N. D. (1993). Testing four competing theories of health protective behavior. *Health Psychology, 12*, 324-333.

Expectancy-Based Job Cognitions and Job Affect as Predictors of Organizational Citizenship Behaviors¹

EDWARD R. KEMERY

University of Baltimore

ARTHUR G. BEDEIAN²

*Department of Management
Louisiana State University*

SUSAN RAWSON ZACUR

University of Baltimore

This study investigated the importance of expectancy-based job cognitions and job affect (the affective component of job satisfaction) in helping to account for "organizational citizenship behaviors" (OCBs; Organ, 1988). Data pertaining to the expectancy-based job cognitions (i.e., expectancies, instrumentalities, valences), job affect, and OCB performance of 65 state finance agency employees were examined. We anticipated that the effect of expectancy-based job cognitions on OCB would be partially mediated by affect-based job satisfaction. This expectation was confirmed in that, after controlling for negative and positive affectivity, generalized instrumentality beliefs were found to affect OCB-altruism directly, as well as indirectly through the influence of affect-based job satisfaction.

A stream of research has developed in the managerial sciences that focuses on "extra-role" or "citizenship" behaviors (e.g., Reed & Kelly, 1993; Schnake, Dumlér, & Cochran, 1993; Van Dyne, Cummings, & Parks, 1994). As typically defined, organizational citizenship behaviors (OCBs) are behaviors of a discretionary nature that are not part of employees' formal role requirements, but nevertheless contribute to the effective functioning of an organization (Organ, 1988). From a systems perspective, such behaviors are important because they serve to maintain an organization's internal equilibrium. Through the cooperative acts of employees responding to one another's needs, an organization's flexibility is increased and, therefore, the probability of its long-term success may be enhanced.

Because they may contribute to organizational effectiveness, an understanding of specific factors that foster OCB performance is desirable so that

¹We wish to thank Jennifer M. George, Mary Konovsky, and Dennis W. Organ for vetting an earlier draft manuscript.

²Correspondence concerning this article should be addressed to Arthur G. Bedeian, Department of Management, Louisiana State University, Baton Rouge, LA 70803-6312. e-mail: mgbede@lsuvm.sncc.edu.

they may be recognized and nurtured. Direct evidence, however, pertaining to factors prompting citizenship behavior has only recently begun to accumulate. For example, Farh, Podsakoff, and Organ (1990) reported that task scope and perceived leader fairness accounted for more unique variance in the altruism dimension of OCB than did either satisfaction with supervision or satisfaction with work. Likewise focusing on the role of leadership, Podsakoff, MacKenzie, Moorman, and Fetter (1990) have presented results indicating that the effects of transformational leader behaviors on OCB activity are mediated by followers' trust in their leaders. Finally, results reported by Moorman (1991) may be interpreted to indicate that job satisfaction mediates the relation between justice perceptions and OCB performance.

As the preceding summary of results suggests, definitive conclusions pertaining to factors prompting citizenship behavior have yet to emerge. Thus, the purpose of this study is to report on an investigation into the importance of *expectancy-based job cognitions* and *job affect* (the affective or feeling component of job satisfaction) in accounting for OCB performance.

Background and Hypotheses

Job Satisfaction and OCB Performance

Recent research suggests that job satisfaction is the most robust antecedent of OCB activity (for reviews, see Organ & Ryan, 1994; Schnake, 1991). The notion that OCB activity follows from job satisfaction is, however, not entirely new. For example, Barnard (1938) reasoned that OCB, or "willingness to cooperate," depends on "net satisfactions or dissatisfactions experienced or anticipated" (p. 85). Organ (1990), expanding on Barnard's reasoning, has discussed OCB activity as an "essential condition of organization." Nevertheless, despite extensive treatment, the exact basis for the relationship between job satisfaction and OCB performance remains uncertain (Organ & Konovsky, 1989). One factor contributing to this uncertainty is disagreement over the definition of job satisfaction as an attitude construct.

Most contemporary researchers seem to agree that the characteristic attribute of job satisfaction is its evaluative (positive-negative) dimension. Wide disagreement, however, exists on the kinds of responses subsumed under the job satisfaction construct (Brief & Roberson, 1989). Following Ajzen (1989), however, it is possible to distinguish among three categories of job satisfaction responses: cognition (i.e., beliefs), affect (i.e., feelings), and conation (i.e., behaviors).

Given that job satisfaction is by definition a latent construct, job satisfaction measures should result in a score that locates an individual with respect to

all three response categories (Breckler, 1984). As Organ and Near (1985) note, however, several commonly used job satisfaction measures (e.g., Minnesota Satisfaction Questionnaire; Weiss, Dawis, England, & Lofquist, 1967) are heavily loaded with cognitive content. This has led Organ and Konovsky (1989) to conclude that previous research using such measures to explore the relation between job satisfaction and OCB performance should be more appropriately interpreted as only establishing a link between job cognitions and citizenship behavior. In support of this conclusion, Organ and Konovsky report finding that whereas job cognitions (i.e., beliefs about pay) predict OCB activity, job affect (measured as feelings at work over the preceding 6 months) does not.

A recent study, however, casts doubt on this conclusion. In counterpoint, George (1991) has reported finding OCB performance to be significantly and positively associated with job affect (i.e., self-reported feelings at work), but not job cognitions (i.e., beliefs about management fairness, distributive justice, and pay). This counterfinding consequently suggests that it is job affect rather than job cognitions, that primarily fosters OCB activity.

Upon closer inspection, however, we believe that what Organ and Konovsky (1989) call "job cognitions" are largely affective in nature, representing subjects' verbal reports of feelings about job-oriented factors. Indeed, taking a multicomponent view of job satisfaction, but in an effort to purportedly measure job cognitions (not job affect), Organ and Konovsky asked their respondents "how they felt *about* their pay and their job." To gauge job affect, they asked their respondents to indicate "how they typically felt at work" during the preceding 6 months. Differentiating between how respondents feel at work, as contrasted with how they feel *about their work* involves a subtle distinction. Although this distinction is theoretically important, both of Organ and Konovsky's measures (i.e., job affect and job cognitions) ask for affect-based evaluations. Consequently, contrary to their contention, Organ and Konovsky's results can be interpreted as being consistent with George's (1991) finding that it is job affect rather than job cognitions that primarily fosters OCB activity.

Given this interpretation of Organ and Konovsky's (1989) results, and in light of George's (1991) more recent findings, we expected, as will be explained below, that job affect, job cognitions, and OCB performance would be associated in a mediated relationship. That is, more specifically, we anticipated that the effect of expectancy-based job cognitions on OCB performance would be mediated by affect-based job satisfaction in what James and Brett (1984) refer to as a *partial mediation model*. If our expectation were to be empirically supported, then it may be inferred that expectancy-based job cognitions have both a direct effect on OCB performance *and* an indirect effect on OCB

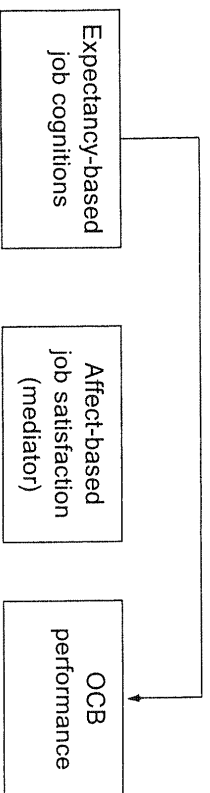


Figure 1. Proposed relations among study variables.

performance, the latter being conveyed by affect-based job satisfaction. This expectation is depicted in Figure 1 as a path diagram. Whereas previous research has exclusively operationalized job cognitions as perceived equity or justice, the conceptual framework shown in Figure 1 extends our understanding of citizenship behavior by drawing on expectancy-value models of performance to incorporate expectancy-based job cognitions.

Hypotheses

Previous research has focused on job affect and job cognitions as competing determinants of OCB performance (e.g., Moorman, 1993; Williams & Anderson, 1991). However, in consideration of a multidimensional view of job satisfaction, we argue that both are important in explaining citizenship behavior. In this respect, taken together, the social psychological literature on altruism (with its emphasis on feeling good and doing good; George & Brief, 1992) and the organizational psychology literature on expectancy-value models of performance (with their concentration on how effort is energized, directed, sustained and stopped; Heckhausen, 1977; Porter & Lawler, 1968; Vroom, 1964) offer a theoretical framework for explaining how both job affect and job cognitions relate to OCB performance.

In Porter and Lawler's (1968) expectancy-value model, job satisfaction is determined, in part, by the extent an individual believes that (a) high levels of effort will lead to high levels of performance (expectancy), (b) high levels of performance will lead to positive outcomes (instrumentality), and (c) the resulting outcomes are viewed as desirable (valence). At the same time, the results of numerous social psychological studies indicate that positively valent outcomes can influence behavior through the experience of feeling good (e.g., Isen, Clark, & Schwartz, 1976) and that, further, feeling good influences the probability of altruistic gestures (e.g., Rosenhan, Salovey, & Hargis, 1981). Thus, within a work setting, it could be reasonably expected that affect-based job satisfaction, to the extent that it represents overall positive feelings about

or toward one's work, functions as a mediating mechanism through which expectancy-based job cognitions influence altruistic-OCB activity.

Whereas traditional expectancy-value models focus on in-role effort or behavior, we propose that such models can be extended to include extra-role (i.e., OCB) performance. That is, to the extent a perceived link between successful job performance and expected outcomes does influence positive feelings about one's work (i.e., job satisfaction), and such feelings do influence the likelihood of altruistic gestures, explanation will have been provided for how both OCB (extra-role) and organizationally prescribed (in-role) activities are governed by the same motivational dynamics.

In linking expectancy-based job cognitions and OCB-altruism to affect-based job satisfaction as a generative mechanism, we anticipated that only part of the total effect of expectancy-based job cognitions on OCB-altruism would be mediated by affect-based job satisfaction. In doing so, we acknowledge the likely operation of multiple mediating factors, rather than suggest that affect-based job satisfaction accounts for all the covariation between expectancy-based job cognitions and OCB-altruism. As Baron and Kenny (1986) note, because most phenomena have multiple causes, it is much more realistic to seek mediators that reduce rather than totally eliminate the relation between an independent and a dependent variable.

To summarize, we expected that expectancy-based cognitions would be related to altruistic-OCB activity (Hypothesis 1). However, we anticipated that job affect (the affective or feeling component of job satisfaction) would partially mediate this relationship. Hence, we also expected that some of the influence of expectancy-based job cognitions on altruistic-OCB activity would be transmitted through affect-based job satisfaction (Hypothesis 2).

Method

Sample and Data Acquisition

The sample for this study was drawn from civil service employees in a state finance agency having responsibility for overseeing budgetary and other fiscal activities. Research packets were distributed on-site to potential participants. The packets contained a cover letter explaining the purpose of the study, and the measures described below. Confidentiality was guaranteed and participation was voluntary. A total of 106 research packets were returned (participation rate = 84%). Because not all supervisors returned ratings on the focal dependent variable, study statistics are based on 65 cases. Compared to the agency's overall employee population ($N = 126$), the 106 respondents who volunteered to participate were judged as not being significantly different with regard to

age, work experience, or years of education. Thus, they appear to be representative of their total population. A majority (59%) of respondents were female. Their average age and organization tenure were 37.2 and 9.4 years, respectively.

There are several reasons why this sample was especially appropriate for our stated purpose and, thus, selected for study (Denhardt, 1993; Nutt & Backoff, 1993; Sensenbrenner, 1991). First, civil service employees have long been criticized for "working to the rules"—that is, performing little more than those in-role behaviors required to remain employed. Second, disgruntlement with the "minimum" performance of public employees is perhaps at an all-time high. Third, for many years the estimated cost of government services has steadily increased. Efforts to improve our understanding of civil service employees' work behavior thus have both practical and monetary significance.

Measures

Expectancy-based job cognitions. Generalized expectancies, instrumentalities, and valences were measured using the Michigan Organizational Assessment Package (Nadler, Cammann, Jenkins, & Lawler, 1975). *Expectancy* (a general belief that effort would lead to performance) was measured with the following three items: "Working hard results in high productivity," "Working hard results in doing my duty well," and "Working hard results in good job performance." Response alternatives to each item were coded from 1 (*never*) to 7 (*almost always*). Coefficient alpha for this measure was .88.

Instrumentality (a generalized belief that performance would lead to positive outcomes), was measured using a 10-item scale. Example items are: "You will get a bonus or pay increase," and "Your supervisor will praise you." Responses were scored using a 7-point response mode, ranging from 1 (*not at all likely*) to 7 (*extremely likely*). Coefficient alpha for this measure was .84.

To gauge *valence* (the generalized value attached to outcomes), respondents were asked to rate the perceived importance of 11 work outcomes on a 7-point basis, ranging from 1 (*not very important*) to 7 (*extremely important*). Example outcomes include a pay raise, increased job security, and an opportunity for promotion or advancement. Coefficient alpha for this measure was .73.

Early tests of expectancy theory tended to gauge employee motivation by multiplying together an expectancy, an instrumentality, and a valence. The resulting composite was then generally correlated with other variables of interest. It has since been shown that correlations computed in this manner are

dependent on the scale values used to measure a composite variable's components and, thus, are inappropriate for analysis (Evans, 1991). Expectancies, instrumentalities, and valences were thus treated as separate components, as recommended by Evans (1991).

Job affect. To measure the affective component of job satisfaction, we selected the Job-in-General (JIG) scale of the Job Description Index (JDI; Ironson et al., 1989). Because the JIG scale is more evaluative and incorporates a longer time frame than the descriptive (i.e., belief) statements contained in the JDI, it is considered more appropriate than facet scales for gauging respondent affect (i.e., "general overall feelings about the job," Ironson et al., 1989, p. 194). The JIG consists of 18 adjectives such as "good" and "pleasant," scored on the same 3-point response mode as the JDI. Respondents are asked to: "Think of your job in general. All in all, what is it like most of the time?" Responses were averaged, with a high score representing positive job affect. Coefficient alpha for this measure was .88.

OCB. The dimensionality and operationalization of OCB continues to be debated (Van Dyne, Graham, & Dienesch, 1994). Whereas an employee may no doubt exhibit many potential types of citizenship behavior, empirical and conceptual work, however, does suggest two broad dimensions (cf. Werner, 1994): (a) *compliance behavior* that reflects general conscientiousness (e.g., adhering to norms concerning punctuality, attendance, and comportment); and (b) *altruistic behavior* that benefits specific individuals and, thereby, indirectly contributes to an organization (e.g., helping a coworker, taking a personal interest in a client or customer). Beyond our earlier discussion of the social psychological literature on altruistic behavior, we focused on this dimension for several reasons: (a) what is generally classified as compliance behavior (e.g., punctuality) is typically prescribed (in-role) rather than discretionary in a civil service setting, representing "what all employees must do" (Denhardt, 1993); (b) one would not expect either an employee's individual cognitive or affective state to explain much of the variance in compliance behavior, which is likely to be constrained by an organization's control system (Pearce & Gregersen, 1991); and (c) altruistic behavior is not commonly associated with civil service employees (Osborne & Gaebler, 1992).

Theoretical and empirical analyses have provided evidence for the expression of prosocial motives (Platow, 1994). Thus, to minimize the effects of social desirability, respondents were independently rated by their immediate supervisors on 13 separate items derived from the OCB literature and deemed representative of altruistic behavior (cf. Becker & Vance, 1993). At the same time, it is noted that the "boundary between in-role rather than extra-role behavior is not clearly defined" (Morrison, 1994, p. 1543). Moreover, recent research further suggests that, depending on the intended beneficiary, the

psychological processes that underlie extra-role behavior are different (McNeely & Meglino, 1994). With these considerations in mind, examples of OCB items used in the present study include: "volunteers for additional assignments," "helps others who have heavy workloads," and "gives encouragement to new employees." Each OCB item was rated using a 6-point scale, ranging from 0 (*never has the opportunity to display this behavior*) to 5 (*always does this behavior, at every opportunity*). Item ratings were returned directly to the researchers under separate cover. Coefficient alpha for this measure was .87.

Control variables. Given that, as a trait, respondent dispositional affectivity (positive or negative) could be expected to correlate with both job affect and expectancy-based cognitions, we entered respondent scores on the 20-item Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988) as control variables. The PANAS consists of 10 adjectives describing positive affectivity (PA) and 10 adjectives describing negative affectivity (NA). Respondents are instructed to indicate how each adjective describes how they "generally feel" (i.e., how they feel "on the average"). In the absence of a specific context or time frame, the focus of the PANAS is dispositional, representing how respondents feel in general, rather than how they feel at (or about), for example, work. Response alternatives for each adjective were coded from 1 (*very slightly or not at all*) to 5 (*extremely*). Coefficient alphas for PA and NA were .88 and .72, respectively.

Analytical Procedures

Ordinary least squares regression was used to test for the expected mediated relationship. Two regressions were conducted, each controlling for the potentially biasing effect of respondent affectivity by using PANAS items as covariates. The first assessed the relation between OCB-altruism and expectancy-based job cognitions. The second regressed OCB-altruism on job affect (controlling for respondent affectivity), followed by expectancy-based job cognitions. According to our logic, if the effect of expectancy-based cognitions on OCB-altruism is reduced by including job affect in the second regression, the anticipated partially mediated relation would be supported and it may be inferred that expectancy-based job cognitions have a direct effect on OCB performance, as well as an indirect effect through affect-based job satisfaction (Baron & Kenny, 1986). Because of the different response scales represented, we standardized all independent variables prior to conducting statistical analyses.

Finally, as stressed by Thompson (1989), given that statistical significance is largely an artifact of sample size, significance decisions should be interpreted with respect to sample size n . In the present study, due to our moderate sample

Table 1
Descriptive Statistics and Intercorrelations Among Study Variables

Variable	M	SD	r							
			1	2	3	4	5	6	7	
1. Expectancies	5.91	1.23	.88							
2. Instrumentalities	4.28	1.11	.28	.84						
3. Valences	5.92	0.69	.27	.05	.73					
4. Job affect	2.12	0.53	.15	.29	-.12	.88				
5. OCB-altruism	3.20	0.77	-.10	.30	-.12	.38	.87			
6. Negative affectivity	1.59	0.43	-.10	-.16	.09	-.21	.08	.72		
7. Positive affectivity	3.41	0.70	.45	.47	.12	.22	.04	-.15	.88	

Note. $n = 65$. Correlations in this table $\geq |.25|$ are significant at the .05 level (two-tailed test). Coefficient alpha reliability estimates are reported on the diagonal.

size and to detect a conventional medium effect size of approximately .80 (as recommended by Cohen, 1992), we set the maximum risk of committing a Type I error, alpha, at .10.

Results

Variable means, standard deviations, reliabilities, and intercorrelations for all study variables are presented in Table 1. Positive affectivity correlated .45 with expectancies and .47 with instrumentalities. The three expectancy-based measures displayed moderate independence. OCB-altruism demonstrated a correlation of .38 with job affect and .30 with instrumentality, whereas the latter two variables correlated at .29. Virtually all intercorrelations were moderate to low.

Results of the two regressions are summarized in Table 2. The first regression assessed the relation between OCB-altruism and expectancy-based job cognitions after controlling for positive/negative affectivity. The incremental R^2 associated with expectancy-based job cognitions was .145 ($p < .05$), thus suggesting that expectancy-based job cognitions, as a set, are related to OCB-altruism (Hypotheses 1). Inspection of the accompanying standardized betas weights, however, reveals that this relation may be attributed principally to generalized instrumentality beliefs.

Table 2

Test of the Mediating Influence of Job Affect on the Relationship Between Expectancy-Based Job Cognitions and OCB-Altruism

Regressions and standardized β	Altruism (variance explained)
I. Expectancy-based cognitions (controlling for affectivity)	
Step 1: Positive and negative affectivity R^2	.010
Step 2: Expectancy-based cognitions beyond affectivity R^2	.155† .145*
Standardized beta weights	
Instrumentalities	.310*
Valences	-.047
Negative affectivity	.188
Expectancies	-.180
Positive affectivity	-.073
II. Job affect then expectancy-based cognitions (controlling for affectivity)	
Step 1: Positive and negative affectivity R^2	.010
Step 2: Job affect beyond affectivity R^2	.174*
R^2	.164**
Step 3: Expectancy-based cognitions beyond job affect and affectivity R^2	.270*
R^2	.096†

Note. $n = 65$.

† $p < .10$. * $p \leq .05$. ** $p \leq .01$.

In the second regression, we entered job affect (again after controlling for positive/negative affectivity), and then expectancy-based job cognitions. A comparison of the two regressions indicates: (a) job affect accounted for a significant increase in OCB-altruism variance explained ($\Delta R = .164$, $p < .01$), and (b) when controlling for job affect, the relation between expectancy-based job cognitions and OCB-altruism was markedly reduced, with the ΔR^2 dropping from .145 ($p < .05$) in the first regression to .096 ($p = .07$) when job affect was included as a mediator in the second regression. Combined, these results indicate partial mediation in that some, but not all, of the covariation between expectancy-based job cognitions and OCB-altruism is associated with job affect (Hypotheses 2).

Discussion

The purpose of our study was to assess the importance of expectancy-based job cognitions and job affect in predicting OCB performance. We hypothesized that expectancy-based job cognitions would affect OCB performance directly, as well as indirectly through the influence of affect-based job satisfaction. Support for such a mediating relation was obtained with respect to the link between generalized instrumentality beliefs and OCB-altruism, indicating that affect-based job satisfaction is of significance in accounting for OCB performance. The fact that the effect of expectancy-based job cognitions on OCB-altruism is not completely mediated by affect-based job satisfaction supports the belief that OCB performance has multiple causes. The reduction in the effect of expectancy-based job cognitions on OCB-altruism when affect-based job satisfaction is considered nevertheless demonstrates that the latter is a potent factor in explaining variations in OCB performance.

Our findings contrast with those of Organ and Konovsky (1989) who found that job and pay cognitions predicted altruism, whereas affect at work did not. Upon closer inspection, however, we believe that what Organ and Konovsky called "job cognitions" were actually evaluative job measures weighted heavily with affective content. As a result, both of their measures were indicators of job affect. Contrary to Organ and Konovsky's interpretation, our findings may be interpreted as suggesting a relation between job affect and OCB performance. Our finding that job affect predicts altruistic-OCB activity is consistent with both our interpretation and a host of social psychological research on altruism which indicates that situationally induced positive affect is related to prosocial behavior (Brief & Motowidlo, 1986). It is also in accord with previous OCB research indicating that altruism is influenced by feelings at work (George, 1991; Smith, Organ, & Near, 1983).

In contrast, Moorman (1991) found little support for the mediating effect of job satisfaction on the relation between job cognitions (i.e., justice perceptions) and OCB-altruism. Moorman's data indicated that job satisfaction (as measured by the Brayfield-Rothe Scale) was unrelated to OCB-altruism ($r = .08, p < .05$). This particular finding is interesting because it is somewhat discrepant from other OCB research. Our data, which are consistent with previous research, indicate that job affect (as measured by the JIG scale) is significantly related to OCB-altruism ($r = .38, p < .01$). The difference between our findings and those of Moorman are possibly due to situational specificity and suggest that heretofore unmeasured contextual factors such as work unit size, peer group characteristics, and task interdependence should be included in models of OCB performance (Karambaya, 1990).

Given our interpretation of Organ and Konovsky's (1989) findings and George's (1991) inability to find a relation between OCB performance and either beliefs about management fairness or pay, empirical evidence to date does not overwhelmingly support Organ and Konovsky's contention that OCBs are solely driven by job cognitions. Rather, job affect seems to function as a generative mechanism through which expectancy-based job cognitions also influence altruistic-OCB activity.

In addition to supporting research on altruism and expectancies, our results carry important practical implications. Organ and Konovsky (1989) have suggested that OCB activity cannot be accounted for by incentives that sustain formal role behavior. Our results suggest otherwise. We found that when an employee perceives a link between performance and valued outcomes, OCB-altruism is likely to be an ancillary result influenced, albeit indirectly, through affect-based job satisfaction. In other words, our data are consistent with the hypothesis that generalized instrumentality beliefs influence how one feels about work (satisfied or dissatisfied), which, in turn, influences OCB-altruism. The mechanism for this relation is unclear. It might be due to perceptions of trust/fairness (e.g., Konovsky & Pugh, 1994; Organ & Moorman, 1993); some other form of noneconomic/noninstrumental exchange (Witt, 1991); or simply when someone feels good, chances of altruistic activity are increased (cf. George & Brief, 1992).

At the same time, expectancy theory would suggest that effort resulting from generalized instrumentality beliefs is important (cf. Organ, 1990). If this is the case, one implication is that altruistic OCBs can be influenced by the degree to which a supervisor emphasizes in-role performance-outcome relations leading to desired outcomes. Because in-role behavior is also sustained by the same supervisory activities, they are likely to be doubly effective, reinforcing prescribed role behavior, while at the same time fostering altruism. Supportive of this view, Schnake and Dumlér (1993) report two studies in

which both perceived and actual reward practices were significantly related to OCB performance. Consistent with this finding, Werner (1994) has reported that supervisory ratings are positively influenced by subordinate performance of extra-role behaviors. This suggests that employees may engage in citizenship behaviors because they expect to be rewarded. To the extent that such behaviors are grounded in the anticipation of rewards, it may be argued (cf. McAllister, 1991) that they become substantially less "citizenship-like." Interpretation of employee expectations and supervisor ratings, however, are confounded by research which suggests that employees differ in what they define as in-role and extra-role behavior (Morrison, 1994), and that supervisors will respond differently depending on whether or not employees' extra-role activities are viewed as ingratiation tactics or citizenship behaviors (Eastman, 1994). Whatever the case, the fact that OCB performance is perceived to be instrumental to desired rewards does not delimit the discretionary component of such behaviors, but does arguably increase the likelihood that they will occur.

Our findings also highlight the importance of supervisors' positive mood in the incidence of OCB-altruism. George and Bettenhausen (1990) found that, at a group level of analysis, a leader's positive mood is related to prosocial behavior. They speculate that leader positive mood might be reflective of various behaviors a leader uses to motivate subordinates. This type of activity may be characterized by an active, confident approach to work. Thus, when a leader emphasizes positive work activities such as goal attainment and ensures that rewards are forthcoming (i.e., instrumentality), subordinates are likely to respond in kind and considerate ways (cf. Motowidlo, 1984).

Finally, our findings are also encouraging based on the level of prediction afforded by our measures of generalized instrumentality and job affect. Our predictors accounted for a full 27% of the variance in altruistic behavior. This stands in contrast to Organ and Konovsky's (1989) study in which the focal measures accounted for a little over 5% of the variance associated with altruism. Thus, it appears that instrumentality and job affect are important factors for explaining OCB performance. On the other hand, our data indicate that there is much yet to be known about conditions which prompt OCB activity. Because much of the variance uniquely associated with OCB performance remains to be explained, efforts to identify additional sets of predictors are recommended.

The present investigation is not without limitation. As in all cross-sectional studies, causal flow remains ambiguous. It could be that (a) the causal arrow is such that OCB activity influences job affect or instrumentality; (b) there exists an additional set of factors impacting job affect, instrumentality, and OCB-altruism; or (c) the causal flow among job affect, instrumentality, and altruistic OCBs is reciprocal in nature. Absolute attributions of cause and effect await further research.

At the very least, however, our results affirm the importance of both job affect and generalized instrumentality as related to OCB performance and suggest that neither should be overlooked when designing OCB-oriented interventions. Likewise, the nature of the study's effective sample (reduced in size due to missing data) demands that any attempt to extrapolate the reported results to a particular universe or population be done with caution, the reasonableness thereof being a function of judgment, experience, and intuition.

References

- Ajzen, I. (1989). Attitude structure and behavior. In A. Patkanis, S. J. Breckler, & A. G. Greenwald (Eds.), *Attitude structure and function* (pp. 241-274). Hillsdale, NJ: Lawrence Erlbaum.
- Barnard, C. I. (1938). *The functions of the executive*. Cambridge, MA: Harvard University Press.
- Baron, R. K., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*, 1173-1182.
- Becker, T. E., & Vance, R. J. (1993). Construct validity of three types of organizational citizenship behavior: An illustration of the direct product model with refinements. *Journal of Management*, *19*, 663-682.
- Breckler, S. J. (1984). Empirical validation of affect, behavior, and cognition as distinct components of attitude. *Journal of Personality and Social Psychology*, *47*, 1191-1205.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of Management Review*, *11*, 710-725.
- Brief, A. P., & Roberson, L. (1989). Job attitude organization: An exploratory study. *Journal of Applied Social Psychology*, *19*, 717-727.
- Cohen, J. (1992). A power primer. *Psychological Bulletin*, *112*, 155-159.
- Denhardt, R. B. (1993). *The pursuit of significance: Strategies for managerial success in public organizations*. Belmont, CA: Wadsworth.
- Eastman, K. K. (1994). In the eyes of the beholder: An attributional approach to ingratiation and organizational citizenship behavior. *Academy of Management Journal*, *37*, 1379-1391.
- Evans, M. G. (1991). The problem of analyzing multiplicative composites: Interactions revisited. *American Psychologist*, *46*, 6-15.
- Farr, J., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, *16*, 705-721.
- George, J. M. (1991). State or trait: Effects of positive mood on prosocial behaviors at work. *Journal of Applied Psychology*, *76*, 299-307.
- 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.
- George, J. M., & Brief, A. P. (1992). Feeling good—doing good: A conceptual analysis of mood at work—organizational spontaneity relationship. *Psychological Bulletin*, *112*, 310-329.
- Heckhausen, H. (1977). Achievement motivation and its constructs: A cognitive model. *Motivation and Emotion*, *1*, 283-329.
- Ironson, G. H., Smith, P. C., Brannick, M. T., Gibson, W. M., & Paul, K. B. (1989). Construction of a job in general scale: A comparison of global, composite, and specific measures. *Journal of Applied Psychology*, *74*, 193-200.
- Isen, A. M., Clark, M., & Schwartz, M. F. (1976). Duration of the effect of good mood on helping: "Footprints in the sands of time." *Journal of Personality and Social Psychology*, *34*, 385-393.
- James, L. R., & Brett, J. M. (1984). Mediators, moderators, and tests for mediation. *Journal of Applied Psychology*, *69*, 307-321.
- Karabayya, R. (1990). Contextual predictors of organizational citizenship behavior. In L. R. Jauch & J. L. Wall (Eds.), *Academy of Management Proceedings—1990* (pp. 221-225). Ada, OH: Academy of Management.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, *37*, 656-669.
- McAllister, D. J. (1991, August). *Regrounding organizational citizenship behavior research*. Paper presented at the meeting of the Academy of Management, Miami Beach, FL.
- McNeely, B. L., & Meglino, B. M. (1994). The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *Journal of Applied Psychology*, *79*, 836-844.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors. Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, *76*, 845-855.
- Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, *46*, 759-776.
- Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of Management Journal*, *37*, 1542-1567.

- Motowidlo, S. J. (1984). Does job satisfaction lead to consideration and personal sensitivity? *Academy of Management Journal*, *27*, 910-915.
- Nadler, D. A., Gammann, C., Jenkins, G. D., & Lawler, E. E., III (Eds.). (1975). *The Michigan Organizational Assessment package* (Progress Report No. 11). Ann Arbor, MI: Survey Research Center, University of Michigan.
- Nurt, P. C., & Backoff, R. W. (1993). Transforming public organizations with strategic management and strategic leadership. *Journal of Management*, *19*, 299-347.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior*, *12*, 43-72.
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, *74*, 157-164.
- Organ, D. W., & Moorman, R. H. (1993). Fairness and organizational behavior: What are the connections? *Social Justice Research*, *6*, 5-18.
- Organ, D. W., & Near, J. P. (1985). Cognition vs. affect in measures of job satisfaction. *International Journal of Psychology*, *20*, 241-253.
- Organ, D. W., & Ryan, K. (1994). *A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior*. Manuscript submitted for publication.
- Osborne, D., & Gaebler, T. (1992). *Reinventing government: How the entrepreneurial spirit is transforming the public sector*. New York, NY: Plume.
- Pearce, J. L., & Gregersen, H. B. (1991). Task interdependence and extrarole behavior: A test of the mediating effects of felt responsibility. *Journal of Applied Psychology*, *26*, 838-844.
- Platow, M. J. (1994). An evaluation of the social desirability of prosocial self-other allocation choices. *Journal of Social Psychology*, *134*, 61-68.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behavior. *Leadership Quarterly*, *1*, 107-142.
- Porter, L. W., & Lawler, E. E. (1968). *Managerial attitudes and performance*. Homewood, IL: Dorsey.
- Reed, T. F., & Kelly, D. (1993). An exchange theory of organizational citizenship. *Research in Personnel and Human Resources Management*, *11*, 41-82.
- Rosenhan, D. L., Salovey, P., & Hargis, K. (1981). The joys of helping: Focus of attention mediates the impact of positive affect on altruism. *Journal of Personality and Social Psychology*, *40*, 899-905.
- Schnake, M. (1991). Organizational citizenship: A review, proposed model, and research agenda. *Human Relations*, *44*, 735-759.
- Schnake, M., & Dumler, M. P. (1993, August). *The overlooked side of organizational citizenship behavior: The impact of rewards and reward practices, or, "if you want me to do that, you'll have to pay me."* Paper presented at the meeting of the Academy of Management, Atlanta, GA.
- Schnake, M., Dumler, M. P., & Cochran, D. S. (1993). The relationship between "traditional" leadership, "Super" leadership, and organizational citizenship behavior. *Group & Organization Management*, *18*, 352-365.
- Sensenbrenner, J. (1991). Quality comes to city hall. *Harvard Business Review*, *69*(2), 64-75.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, *68*, 653-663.
- Thompson, B. (1989). Asking "what if" questions about significance tests. *Measurement and Evaluation in Counseling and Development*, *22*, 66-67.
- Van Dyne, L., Cummings, L. L., & Parks, J. M. (1994). Extra-role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied waters). *Research in Organizational Behavior*, *17*, 215-286.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). *Academy of Management Journal*, *37*, 765-802.
- Vroom, V. H. (1964). *Work and motivation*. New York, NY: John Wiley & Sons.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, *54*, 1063-1070.
- Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis, MN: Industrial Relations Center, University of Minnesota.
- Werner, J. M. (1994). Dimensions that make a difference: Examining the impact of in-role and extra-role behaviors on supervisory ratings. *Journal of Applied Psychology*, *79*, 98-107.
- 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*, 601-617.
- Wit, L. A. (1991). Exchange ideology as a moderator of job attitudes—organizational citizenship behaviors relationships. *Journal of Applied Social Psychology*, *21*, 1490-1501.