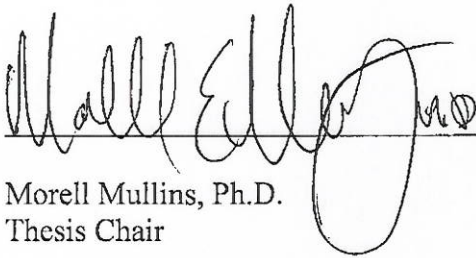A Thesis

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by

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Effects of OCB on Job Satisfaction Perceptions

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Abstract

Extensive research has established a strong, reciprocal relationship between job satisfaction and OCB in the workplace. The aim of this study was to examine perceptions of OCB and the effect those have on perceptions of job satisfaction. It was hypothesized that perceptions of OCB would positively predict perceived job satisfaction. It was also hypothesized that attribution would moderate the relationship between perceived OCB and perceived job satisfaction. Finally, it was hypothesized that ratings of perceived OCB engagement would be positively related to perceived working relationship with the individual's supervisor. Data were collected from a sample of 85 participants. Simple linear regression was used to test the first hypothesis and it was found to be supported. Ratings of perceived OCB engagement did significantly predict perceived job satisfaction. A hierarchical regression was used to test attribution as a moderator but the results were not significant. A correlation was used to test the relationship between perceived OCB engagement and perceived working relationship with the supervisor and the results were significant, supporting the third hypothesis. The results have both theoretical and practical implications, which are discussed along with limitations and future research directions.

Chapter I

Review of the Literature

Job satisfaction has been a focus of research in Industrial-Organizational (I-O)

psychology for many years. Researchers have been interested in exploring the relationships that

exist between job satisfaction and correlates such as work motivation (Locke & Latham, 1990),

organizational commitment (Moorman, Niehoff, & Organ, 1993), procedural justice (Lambert,

Hogan, & Griffin, 2007), and turnover intentions (Bouckenooghe, Raja, & Butt, 2013). One

important, widely studied correlate of job satisfaction is organizational citizenship behavior

(OCB). Significant relationships between OCB and job satisfaction have been found directly

(Lambert, 2010) and with a moderator of team commitment (Foote & Tang, 2008) and mediators

of job ambivalence (Ziegler, Schlett, Casel, & Diehl, 2012), leadership-member exchange (Li,

Liang, & Crant, 2010), and trust (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). In the

current research, perceptions of OCB and job satisfaction were examined. Specifically, this study

examined whether perceiving an individual engaging in OCB predicted higher perceived job

satisfaction of that individual. That is, rather than examining the established OCB-job

satisfaction linkage, the perspective of an external observer who sees an OCB performed

wasexamined for its effects on *perceptions* of job satisfaction. If it can be demonstrated that

perceptions of OCB engagement are related to higher perceptions of job satisfaction, a logical

next question would be whether individuals who perceive high job satisfaction in others will be

motivated to model those behaviors perceived to increase satisfaction. If so, a positive

relationship between perceptual engagement in OCB and job satisfaction could help

organizations increase levels of job satisfaction by implementing a program in which highly

visible employees are encouraged to model behaviors the organization deems desirable.

However, a necessary first step is to demonstrate that perceptions of OCB engagement are

actually linked to satisfaction perceptions.

      Although individual-level OCB is stressed in the literature, group-level OCB can play an

important role in work groups (Yaffe & Kark, 2011). Yaffe and Kark (2011) stated that although

group-level OCB did not require coordination, groups with a strong social context could begin to

develop group cognition, customs, and knowledge resulting in mutual learning, adjustment, and

influence, which affect group OCB. The relationship between leader OCB and group-level OCB

is established by modeling behavior. Leaders can use their position of power and modeling

behavior to enhance their followers' OCB. Emphasis is put on modeling those behaviors that are

not included in the formal job description (Yaffe & Kark, 2011). Research on leadership theories

that include modeling behavior supports the positive effects of modeling OCB for work groups

(Yaffe & Kark, 2011). Yaffe and Kark (2011) stated that, because a formal job description

cannot include or cultivate OCB by nature, OCB should be heavily influenced by modeling. The

authors proposed, and found support for, a model in which leader OCB had a direct effect on

group OCB. They also found that managers tended to engage in more types of OCB than non-

managers and that managers' OCB was positively related to managers' performance evaluations

by their supervisors.

      Group belief that OCB is valuable also plays a role in mediating the relationship between

leader OCB and group OCB. Yaffe and Kark (2011) described a process by which group belief

in the value of OCB might be established. First, the leader's OCB shows commitment to the

group, eliciting feelings of group pride and collective identity in the group members. Secondly,

the leader models OCB and displays dedication to the group goals, sharing that the group

mission is worthy of any extra effort that group members give. Third, the leader behavior gives

group members a path to follow when pursuing group goals, and finally, the leader demonstrates

trustworthiness by performing OCB, which enhances group trust in the leader therefore

enhancing the likelihood that the group will value OCB (Yaffe & Kark, 2011). In the following

sections, a review of organizational citizenship behavior, job satisfaction, and the relationship

between the two constructs will be presented.

Organizational Citizenship Behavior

In the workplace, "organizational citizenship behavior" (OCB) is generally defined as

"individual behavior that is discretionary, not directly or explicitly recognized by the formal

reward system, and that in the aggregate promotes the effective functioning of the organization"

(Organ, 1988, p. 4). Organ (1988) outlined the specific parts of the definition by stating that the

behavior is discretionary such that it cannot be punished if excluded from daily work activities.

Formal reward systems do not identify the behavior; however, that does not mean the behavior is

lacking in a physical reward to the individual (Organ, 1988). An employee's consistent

engagement in OCB may influence a supervisor to recommend the employee for a promotion

and has been shown to affect overall performance ratings (Kiker & Motowidlo, 1999).

Many dimensions of OCB have developed over the years. One of the earlier

conceptualizations of OCB by Smith, Organ, and Near (1983) included altruism and generalized

compliance as the two dimensions of OCB. The altruistic behavior as defined by the authors

included behaviors directed at specific people (Smith et al., 1983). On the other hand, the authors

defined generalized compliance as an overall conscientiousness for the good of the system, rather

than for the good of a specific person. Smith et al. conducted a factor analysis that split their measure of OCB into two distinct groups of items: behaviors directed toward the organization and benefit the organization overall, referred to as OCB-O, and behaviors directed toward a specific individual, referred to as OCB-I. Although OCB-I is focused toward individuals, the kinds of positive interactions that occur can still cumulate to have a net positive effect on the organization. Organ (1988) later reevaluated the OCB dimensions to include conscientiousness (going above and beyond job duties), civic virtue (productive participation in organizational processes), sportsmanship (accepting inevitable inconveniences without complaining), courtesy (having enough foresight to help prevent problems for others), and altruism (engaging in voluntary actions that help others directly).

In attempting to understand and measure a behavioral construct such as OCB, it is important to be familiar with how that construct is perceived. Morrison (1994) demonstrated that employees often do not differentiate between OCB and in-role behavior. She argued the definition of OCB was not clear and, consequently, was open to various interpretations. For example, an employee may work later than normal hours and, regardless of how the employee perceives it, the manager or supervisor may qualify it as OCB. The motivation behind employee action is guided by personal perceptions of which behaviors are in-role and which are OCB (Morrison, 1994). The author rested her argument on two premises. First, perceived job breadth, or how broadly an employee defines his or her job, will differ among employees with the same formal job description; second, employees are more likely to perform in-role behaviors than OCB.

Morrison (1994) tested her hypotheses using 30 of 40 behaviors from existing OCB scales that had been widely used in OCB research up until that time. The items were based off of

Organ's (1988) five dimensions of OCB: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. The author found a statistically significant difference between employees' ratings and supervisors' ratings of whether the behaviors were in-role or not, and in most cases, employees rated the behavior as part of their job. To support her second premise, Morrison also illustrated that for 85% of behaviors, employees who rated the behavior as in-role were significantly more likely to engage in the behavior than those who defined it as extra-role or OCB.

Organ (1997) attempted to clarify the OCB definition by delving into the specific parts and working through the haziness surrounding the construct. Although he noted that the presence of measurement error could contribute to varied perceptions of OCB reported by Morrison (1994), he recognized that clarity of the construct is necessary in order to support psychometric soundness. The concepts of "role" and "job" have frequently been based on manager-subordinate "give-and-take" as seen in leader-member exchange theory (Organ, 1997, p. 88) as well as expectations. "Expectation" itself is a broad term and can include many things outside of formal job requirements. Organ argued that demanding OCB be defined as extra-role would guarantee the construct would never be clear. Instead, he drew a clear distinction between "role" and "job" and proposed the concept of extra-job behavior: behaviors outside of the formal job description. This concept brought the reader back to Organ's definition of OCB and left the construct in no better state than that in which it was originally. He did, however, offer up another working definition of OCB and stated it as "performance that supports the social and psychological environment in which task performance takes place" (Organ, 1997, p. 95). This definition gave researchers another starting point from which to work while the concepts of job, role, and OCB continuously change.

More recently in the OCB literature, research is examining relationships among OCB, organizational fairness, and leadership style (van Dijke, De Cremer, Mayer, & Quaquebeke, 2012), the effect of OCB on selection decisions (Podsakoff, Whiting, Podsakoff, & Mishra, 2011), and coworker attributions of OCB motives (Bowler, Halbesleben, & Paul, 2010). Although a plethora of research exists outlining the OCB-fairness relationship (Konovsky & Pugh, 1994; Messer & White, 2006; Moorman, 1991; Organ & Moorman, 1993), leadership has been a more recent area of interest with regard to the OCB-fairness relationship. Van Dijke et al. (2012) examined the interaction of procedural fairness with empowering leadership on OCB. The authors focused on two leadership types; encouraging self-development and encouraging independent action, reflecting critical empowerment processes by fostering skill development and independent decision-making. Van Dijke et al. (2012) focused their research on the procedural justice specifically resulting from supervisory actions. The authors theorized a model in which the relationship between procedural fairness and OCB was mediated by self-perceived status in the organization, or how valued employees perceived themselves to be as organization members. They also believed the two different types of leadership would moderate the relationship between procedural fairness and self-perceived status, causing employees to either increasingly desire and actively search for information about their value to the organization (encouraging self-development) or decrease this same desire and focus on self-guided action (encouraging independent action; van Dijke et al., 2012). According to the authors' rationale, employees who are more likely to seek out information regarding their value to the organization will be more sensitive toward procedural fairness because the procedural fairness gives the employees information regarding their status within the organization. Conversely, employees focusing on self-guided action are less likely to want to seek out information regarding

organizational status because the supervisor believes the employee is competent. The authors found support for their model: the relationship between procedural fairness-self and perceived status was made stronger in the presence of a leader encouraging self-development, therefore strengthening the procedural justice-OCB relationship. Conversely, the relationships were weakened in the presence of a leader encouraging independent action (van Dijke et al., 2012). Although procedural justice is not an aspect of the present study, there are parallels to be drawn to the present research based on how the perceptions of leader (i.e., model) behavior may link OCB to other outcomes.

A topic that has not received much attention in the literature is the effect of OCB on hiring decisions. Generally, research has focused on understanding and increasing OCB of current employees. However, research on screening for OCB propensity in the selection process has not been a high priority in the literature. Due to this research gap, Podsakoff et al. (2011) explored the effect candidate responses on OCB-related interview questions have on the selection decision. The authors included responses related to task behavior, helping behavior, loyalty behavior, voice behavior, and job level. Voice behavior is defined by van Dyne and LePine (1998) as "promotive behavior that emphasizes expression of constructive challenge intended to improve rather than merely criticize. Voice is making innovative suggestions for change and recommending modification to standard procedures even when others disagree" (p. 109). This type of behavior is distinct from the traditional helping behavior because it is not seen as cooperative. However, in an increasingly innovative and flexible work environment, voice behaviors have become more important (Podsakoff et al., 2011).

Podsakoff et al. (2011) found that candidates whose responses indicated a propensity to exhibit helping behaviors, challenge the norm by voicing opinions, and a willingness to defend

and support the organization were rated as more competent, even after task-related questions were controlled for. These candidates also received higher overall evaluations and raters recommended higher starting salaries. Podsakoff et al. found that of the three OCB (voice, helping and loyalty), voice had the strongest effect on competency, overall evaluation, and starting salary. The authors suggested this effect may be due to the perception by raters of voice having more leverage than other forms of OCB because of increased impact on others. In other words, helping a coworker is an effective, yet limited, act whereas suggesting methods for process improvement helps multiple employees. It is also suggested that these voice behaviors are more courageous than the other forms of OCB. Overall, Podsakoff et al. (2011) found support for their theory that propensity of an individual to exhibit OCB in the workplace positively affects OCB of that individual's coworkers.

Although OCB can positively influence hiring authorities, coworker attributions may paint a different picture. Bowler et al. (2010) examined the more detrimental or underappreciated aspect of OCB and coworker attributions. Bolino (1999) argued that self-serving motives could drive OCB to create and maintain a positive image. OCB can be interpreted as a positive, other-serving act based on an intrinsic desire to contribute to others and the organization or a negative, self-serving ingratiatory act. Impression management research outlines these possible negative attributions of OCB, however little research has been dedicated to exploring conditions under which these attributions will be made.

Attempts at flattery or ingratiation, although positively viewed from the perspective of the leader, tend to lead to attributions of "self-interested, manipulative intentions" from the perspective of a coworker (Bowler et al., 2010, p. 312). These negative attributions may be the result of jealousy of the relationship itself. Also, the coworker may be threatened by positive

outcomes of the OCB or feel that peers need to pick up slack of the target employee because their behavior is not contributing to relevant work. Regardless of where the attribution originates, the coworker's attributions will likely be that the employee's motives are due to impression management (Bowler et al., 2010) or something internal due to the fundamental attribution error.

Bowler et al. suggest the relationship between an employee and a leader is a contributing factor to how others attribute motives to OCB and strongly base their hypotheses on leader-member exchange theory. Leader-member exchange (LMX) theory illustrates the quality of relationships existing between leaders and members. High quality leader-member relationships are based in mutual trust, respect, and commitment. This relationship often results in more positive treatment of the member, inciting a feeling of member obligation to reciprocate by means of extra-role behaviors (Bowler et al., 2010). According to Bowler et al., employees in high quality leader-member relationships are motivated to help their leader and have a genuine desire to engage in OCB. These employees will attribute their behavior to pro-social motives. Conversely, employees engaged in low quality leader-member relationships may engage in OCB to impress their leader and attribute their behaviors to impression management motives. Although these employees may not have pro-social motives, their leader association could create a confirmatory bias toward their view of themselves and lead them to believe anyone so close to the leader does indeed share the leader's pro-social motives. Therefore, employees in high-quality leader-member relationships will attribute their helping behaviors to pro-social motives, whether their attribution is real or perceived (Bowler et al., 2010).

When attempting to understand observer attributions of behavior, one important element may be the observer's propensity to make internal or external attributions. Weiner (1985) described the human need to attribute causality to situations and stated that the most dominant

ascriptions of cause were ability and effort. Specifically, successes tend to be attributed to high ability and high effort and failures to low ability and not trying (see Weiner, 1985, Table 1 for a summary of relevant studies). Martinko, Harvey, and Dasborough (2011) argued that attribution theory is grossly underutilized in the field of I-O psychology but can be applied to many aspects of workplace behaviors. The authors believed this underutilization may be because attribution theory has been portrayed negatively in literature in the past. Although Martinko et al. (2011) addressed the trend away from trait-approaches to situational approaches for areas such as leadership, they argued that attributions still play a big role in understanding workplace behaviors. Based on the work of Bowler et al. (2010) and the relevance of attributions to the research on OCB, assessing the propensity of observers to make either internal or external attributions of others' behavior will help understand the reasoning behind perceptions and related workplace behaviors. Given the application of OCB to many workplace aspects, it is important for I-O psychologists to understand how OCB is perceived and the effects those perceptions can have on related organizational factors such as job satisfaction. Attribution theory provides one potential explanation for where such perceptions may originate; whether an observer makes internal or external attributions about the reasons for OCB being performed may influence his or her perceptions of whether those OCB are believed to be causally linked to job satisfaction.

When internal attributions are made for an observed behavior, individuals are likely to believe that behavior will be linked to other individual judgments. Conversely, when external attributions are made for an observed behavior, believing it to be the result of situational factors, individuals will not be likely to believe behavior is linked to other individual judgments. Considering the OCB-job satisfaction relationship, if the OCB is attributed to a dispositional

(internal) cause, we are more likely to believe it to be related to job satisfaction than if we attribute the OCB to a situational (external) cause.

Job Satisfaction

As previously mentioned, job satisfaction has been a focus of research for many years within I-O psychology. Due to the breadth of the literature regarding job satisfaction, an exhaustive review of all research on the topic is beyond the scope of the present study. As such, key studies relating to affect and the job satisfaction-life satisfaction relationship will be presented, providing further justification for the present research.

One popular definition of job satisfaction from Locke (1969) involves the positive emotional state that arises from viewing one's job as attaining or helping attain one's personally held job values. Locke goes on to discuss the relationship between job satisfaction and job dissatisfaction as the inequity the employee perceives between what the job offers and what the employee wants from that job. The addition of the word "value" to the definition of job satisfaction was not by accident. As Locke pointed out, earlier definitions were based off expectation and need with no regard to what the employee wanted (Morse, 1953; Porter, 1962; Schaffer, 1953). Expectation does not necessarily relate to what an employee wants.

Tait, Padgett, and Baldwin (1989) conducted a meta-analysis of a well-researched topic, the relationship between job satisfaction and life satisfaction. The authors found an average corrected correlation between the two constructs of .44. Judge and Watanabe (1993) further investigated the relationship between life satisfaction and job satisfaction, finding support for a positive reciprocal relationship. In other words, life satisfaction and job satisfaction statistically significantly had an effect on each other. Judge and Watanabe found support for the longitudinal model as well as the cross-sectional model. In the cross-sectional model, the authors found that

at a single point in time, the positive reciprocal job satisfaction-life satisfaction effects were

strong and not significantly different from one another. However, in the longitudinal model,

although job satisfaction and life satisfaction were still positively reciprocally related, the effect

of life satisfaction on job satisfaction was significantly stronger than the opposite effect. The

cross-sectional effects were also stronger overall than the longitudinal effects. Given that the

cross-sectional analysis was instantaneous whereas the longitudinal analysis considered the

relationship over the span of five years, these latter results are not surprising.

      Although the cross-sectional results were stronger than the longitudinal results, Judge and

Watanabe (1993) discussed that, statistically, we can be more confident in the longitudinal

results because cross-sectional models fail to meet three restrictions. The three restrictions are

time-dependent effects (because cross-sectional models assume instantaneous causal effects),

auto-regressive effects (cross-sectional models do not consider the effect a variable can have on

itself), and time interval effects (cross-sectional models do not specify time intervals between

causal effects, so interpretation is ambiguous). Although both relationships were significant, the

effect of life satisfaction on job satisfaction was stronger than job satisfaction on life satisfaction

in Judge and Watanabe's (1993) study. The results of their study do not tell us why this

relationship exists, although prior researchers put forth hypotheses about affective states (Bower,

1981) or a dispositional effect (Staw & Ross, 1985). However, the results do support a spillover

effect of each type of satisfaction on the other (Judge & Watanabe, 1993). Generally, a spillover

effect is the result of one emotional response affecting another (Petrovski & Gleeson, 1997). In

the case of job satisfaction and life satisfaction, the spillover effect means job satisfaction

increases life satisfaction and vice versa. This spillover effect could have implications for the

current research regarding OCB and job satisfaction, which will be discussed in the next section.

OCB and Job Satisfaction

Both job satisfaction and OCB have been shown to be related to some of the same work-related constructs, such as organizational commitment and procedural justice. Locke and Latham (1990) found support for a model in which job satisfaction was positively and significantly related to organizational commitment and a strong relationship has been established in the literature between organizational commitment and OCB (Weiner, 1985; Williams & Anderson, 1991). Procedural justice is another construct that has been found to correlate with job satisfaction (McFarlin & Sweeney, 1992) and OCB (Moorman et al., 1993). Job performance is also another strong correlate of job satisfaction. Judge, Thoresen, Bono, & Patton (2001) stated that the corrected correlation between job satisfaction and performance was .30.

Many OCB-job satisfaction relationships have also been established in I-O psychology, and researchers continue to find positive significant effects of job satisfaction on OCB (Foote & Tang, 2008; Li et al., 2010; Sesen & Basim, 2012; Ziegler et al., 2012). Foote and Tang (2008) studied the relationship between job satisfaction as a criterion for predicting OCB with a moderator of team commitment. The authors found a significant positive relationship of job satisfaction with OCB, supporting the existing literature, as well as a moderating effect of team commitment such that when team commitment was high, the job satisfaction-OCB relationship became stronger. Ziegler et al. (2012) point out the necessity of OCB in an organization, stating that "[o]rganizational functioning relies on…organizational citizenship behavior" (p. 176). With OCB playing such a prominent role in workplace functioning, it is imperative that researchers understand the antecedents of OCB and the effects such behaviors have on other important workplace constructs. Attitude ambivalence (simultaneous positive and negative evaluations held by a person toward an object) was hypothesized to be a moderator in the job satisfaction-OCB

relationship (Ziegler et al., 2012). The authors found support for their model. For low job ambivalence individuals, job satisfaction was found to be a better predictor of OCB than for individuals with high job ambivalence. Sesen and Basim (2012) also found a positive, significant relationship between job satisfaction and OCB, mediated by organizational commitment.

Lambert (2010) researched the relationships among OCB, job satisfaction, turnover intent, life satisfaction, and burnout, citing the spillover effect as a reason why engaging in OCB can facilitate positive feelings toward oneself and consequently lead to a rise in job satisfaction and life satisfaction. Lambert found that OCB was significantly related to and a predictor of job satisfaction and life satisfaction, and OCB was negatively related to turnover intent and three areas of job burnout (Lambert, 2010). Overall, research on the job satisfaction-OCB relationship is extensive, and researchers have identified many other factors that moderate and mediate the relationship. Importantly, the causality of the job satisfaction-OCB relationship has not been properly established; it is not clear which variable causes the other, or whether both are caused by some combination of "third variables." Most research has focused on the effect job satisfaction has on OCB (e.g., Foote & Tang, 2008; Li et al., 2010; Sesen & Basim, 2012; Ziegler et al., 2012); however, more research is needed to evaluate the effect of OCB on job satisfaction by means of the spillover effect, as well as the implications and positive outcomes this can have on the workplace.

The literature supports that job satisfaction and OCB are consistently positively related and have effects on other workplace outcomes. The literature reviewed for the purposes of this study has demonstrated, among other things, that there is a significant relationship between job satisfaction and OCB (Foote & Tang, 2008; Li et al., 2010; Sesen & Basim, 2012; Ziegler et al., 2012), and the positive outcomes of increased OCB and job satisfaction include higher ratings of

life satisfaction, and decreased likelihood to turnover or suffer from burnout (Lambert, 2010).

Due to the plethora of literature establishing the OCB-job satisfaction relationship and relevant

outcomes, a logical next step is to examine the perceptions of OCB and the effects those

perceptions can have on attitudes and behaviors of the perceiver. Although the OCB-job

satisfaction relationship has been established, research examining perceptions of OCB is limited

and has not been directly linked to perceived job satisfaction. Within the OCB-job satisfaction

literature, this particular aspect and its implications for the workplace require attention.

Chapter II

Rationale and Hypotheses

The relationship between job satisfaction and OCB has been extensively researched as understanding of psychology in the workplace has evolved. Specifically, job satisfaction as an antecedent of OCB has been a topic of interest, as well as mediators and moderators of the relationship including team commitment (Foote & Tang, 2008), attitude ambivalence (Ziegler et al., 2012), organizational commitment (Sesen & Basim, 2012), and turnover intent (Bouckenooghe et al., 2013; Lambert, 2010). However, little research has focused on OCB as a potential antecedent of job satisfaction. Lambert (2010) found a significant relationship between the amount of OCB and job satisfaction in his study. When an individual engages in OCB, they are likely to have a more positive feeling about their job (Williams & Anderson, 1991) which may lead to fulfillment of intrinsic and extrinsic needs and, consequently, higher job satisfaction (Lambert, 2010).

Although research examining perceptions of OCB exists (Bowler et al., 2010), it is not clear what effects those perceptions have on related workplace constructs. Specifically, an employee perceiving a coworker displaying OCB might conclude that such a person also has higher job satisfaction as one possible explanation for the observed behavior. This research examines the relationship between perceived OCB and the effect it has on perceived job satisfaction of a coworker. Based on this information, the following hypothesis is proposed:

Hypothesis 1: Ratings of perceived OCB engagement will positively predict perceived

job satisfaction.

Attribution theory, or the tendency to attribute the cause of behavior to dispositional (internal) or

situational (external) factors (Eberly, Holley, Johnson, & Mitchell, 2011), may have an effect on

the perceived OCB-job satisfaction relationship. Therefore, the following hypothesis is proposed:

Hypothesis 2: The perceiver's attribution of the OCB will moderate the effect of

perceived OCB on perceived job satisfaction such that the positive relationship described

in Hypothesis 1 will be present when internal attributions are made for the OCB, but not

when external attributions are made for the behavior.

Bowler et al. (2010) stated that a coworker's perception of OCB directed toward a leader or

supervisor by an employee has an effect on how that coworker may attribute the OCB. Whether

the attribution is stemming from jealousy of the relationship itself or because the coworker feels

he or she has to pick up slack, it is likely that a coworker's perception will be that motives for

OCB are due to impression management. Based on the research by Bowler et al. (2010), it is

likely that coworkers will perceive a strong working relationship between the supervisor and the

employee when the coworker also perceives an OCB as a helping behavior, rather than a method

for impression management or a means to an end. Although impression management is not

manipulated in the present study, a hypothesis is presented to test the general idea of the nature

of the relationship. Therefore, the following hypothesis is proposed:

Hypothesis 3: Ratings of perceived OCB engagement will be positively related to ratings

of perceived working relationship with the individual's supervisor.

Chapter III

Method

Participants

Participants included individuals 18 years or older recruited from Amazon's Mechanical Turk (MTurk), and survey data were collected using SurveyGizmo to ensure participants' anonymity. Regarding diversity, steps were taken to ensure that no specific groups were targeted or excluded. However, in order to take part in the study, participants must have been at least 18 years old, and had a 95% HIT approval rate and a minimum of 50 HITs completed on MTurk. Demographic information collected from a self-report survey included age (to ensure participants were over 18 years old), gender, and race/ethnicity (to assess some diversity issues). Data were collected from 170 participants, but only 85 were able to be utilized for the hypothesis tests due to a key item needed to test Hypothesis 3 accidentally being left out of the survey. Two participants failed one or both of the quality checks from the first survey, making the total sample 172 before data cleaning. All participants ($N = 170$) were 18 years or older and were a resident of the United States. Exactly half of the total sample was male (see Table 1 for demographics). Participants were compensated $0.50 for participation in the study if they passed all relevant quality checks. Based on the work of Buhrmester, Kwang, and Gosling (2011), this compensation was appropriate given the amount of time participants spent on the survey.

Table 1

Demographics of Total Sample and Sample Used for Hypothesis Testing

	Sample used for Hypothesis Tests		Total Sample	
	Total	**%**	**Total**	**%**
Age				
18-19	0	0.0	1	0.6
20-29	42	49.4	64	37.6
30-39	21	24.7	50	29.4
40-49	11	13.0	29	17.1
50-59	8	9.4	19	11.2
60-69	3	3.5	7	4.1
Gender				
Male	49	57.6	85	50.0
Female	36	42.4	85	50.0
Race				
Caucasian	66	77.6	141	82.9
Black or of African descent	4	4.7	6	3.5
Hispanic/Latino	4	4.7	8	4.7
Asian	6	7.1	6	3.5
Indian	1	1.2	1	0.6
American Indian or Alaskan	1	1.2	3	1.8
Multiracial	2	2.4	4	2.4
Other	1	1.2	1	0.6

Sample used for Hypothesis Tests, $N = 85$

Total Sample, $N = 170$

Vignette

Participants were asked to read a short vignette about an individual who volunteered for an employee representative position at work (see Appendix A). The vignette served as the target for the participants' ratings on subsequent measures.

Measures

Job satisfaction. Perceived job satisfaction was measured using a single-item measure (see Appendix B) which has been shown to be preferable to facet scales when measuring overall job satisfaction (Wanous, Reichers, & Hudy, 1997). This question was, "How satisfied do you perceive John to be with his job?" and responses were on a 5-point Likert-type scale ranging from 1 (*very dissatisfied*) to 5 (*very satisfied*). Scarpello and Campbell (1983) established the appropriateness of single-item measures of job satisfaction. It was thought that overall satisfaction was the sum of facet measures but the authors argued that a single item was more inclusive of job satisfaction than the sum of facet measures. They discouraged the use of summed facet measures to create an overall satisfaction score. There is no empirical evidence stating that single-item measures are unreliable and, arguably, global and facet measures are not supposed to be equivalent. When using a facet measure, irrelevant information may be captured or important issues may be ignored due to the strict adherence to the facet topics. Scarpello and Campbell found that individuals, when asked, talked about more facets of their job than were included on widely used facet measures, indicating that facet measures do not encompass all topics that individuals may consider when reporting job satisfaction. The authors also found more support for using a 1 to 5 scale than a yes/no scale for single-item measures.

Organizational citizenship behavior. The Organizational Citizenship Behavior Measure (see Appendix C for source information; Motowidlo & van Scotter, 1994) was used to measure

perceived OCB. Responses to the 16-item scale ranged from 1 (*not at all likely*) to 5 (*extremely likely*), and the mean of the responses was taken to create an overall perceived OCB score with higher scores indicating more perceived OCB and lower scores indicating less perceived OCB. This scale did not break up OCB into OCB-O and OCB-I. The decision to use an overall measure of OCB versus a scale including the OCB subscales was because the researcher wanted to capture the overall OCB in a simplistic way. The perception of OCB was adequately captured using this measure and dividing the construct into OCB-O and OCB-I groups would not have necessarily been more meaningful. The scale has demonstrated appropriate levels of reliability (α = .95); (Borman & Motowidlo, 1997). This study found the scale to have good reliability as well (α = .91).

      Attribution. One item created for the present study was used to measure participants' attributions of the behavior in the vignette (see Appendix D). Participants were asked to choose the point on the scale that best reflected their perspective of John's OCB engagement. The scale was a 6-point scale with two anchors at each extreme. A scale with no middle point was used in order to force participants to choose which anchor they agree with more. Higher ratings on this item reflected external attributions and lower ratings reflected internal attributions.

      Perceived leader-subordinate relationship. One item was used to assess participants' perceptions of John's relationship with his supervisor. The item was as follows: "What kind of working relationship would you expect John to have with his supervisor?" Participants were asked to rate the relationship they thought John would have with his supervisor on a scale from 1 (*very weak*) to 5 (*very strong*). Higher scores on this item indicated a stronger perceived leader-subordinate relationship.

Demographics. The demographics that were included are age, gender, race/ethnicity, the country in which the participant currently resides, and the participant's MTurk user ID (see Appendix E). The MTurk user ID was collected for compensation purposes and was removed from the data set prior to analyses being conducted.

Quality checks. Two quality checks were included in this study (see Appendix F). These items asked participants to choose "Likely" for the first item and "Disagree" for the second item. These quality check items ensured that participants were cognitively present while answering the survey items. Participants who failed one or both quality checks were not compensated for their participation in the study, and their data were discarded prior to running any analyses. Only two participants failed one or both of the quality checks and had their data discarded.

Procedure

IRB approval was obtained from Xavier's Institutional Review Board. The IRB approval letter is included as Appendix G. Data were collected from the previously mentioned sample by means of MTurk and SurveyGizmo. Participants signed up for the study through MTurk but were provided a link and completed the actual survey through SurveyGizmo for confidentiality purposes. The information that was provided about the study through the MTurk interface is included as Appendix H. Settings in SurveyGizmo were set to anonymous to avoid reporting of IP addresses or geotracking data. Before engaging in the survey, participants read an informed consent form (see Appendix I) informing them they would be participating in a study examining perceptions of job satisfaction. They were also informed that they were able to quit the study at any point or refrain from answering any questions with which they were not comfortable, however they would only receive compensation upon completion of the study if their data passed all relevant quality checks. By reading the informed consent and continuing on in the survey,

participants gave consent to participate in the survey. Data needed to be collected twice due to a

key question being left out in the first survey. The question left out was with regard to the

perceived working relationship with the supervisor, needed to test Hypothesis 3. The proper

steps were taken to obtain IRB approval for re-launching the study and safeguards were put in

place to ensure MTurk users did not participate twice. Where possible, data from the first study

were used in supplemental analyses to better identify patterns and relationships. There were 87

participants in the first round of data collection, two of which failed one or both of the quality

checks and had their data discarded, and 85 participants in the second round of data collection

which was used for hypothesis testing. First round participants were excluded from hypothesis

testing due to the missing data point for Hypothesis 3. The total sample after data cleaning was

170.

   Research protocol. Participants read a vignette about a fictional employee engaging in

an OCB and rated that employee's job satisfaction from their own perspective. They then

answered the attribution item and the perceived leader-subordinate relationship item. Last,

participants filled out the OCB measure. After the participants completed all aspects of the

survey, they were debriefed and read a description of the purpose of the study (see Appendix J).

They received $.50 as compensation for participation in the study if they passed all the quality

checks and were thanked for their time. A key item needed to test Hypothesis 3, "What kind of

working relationship would you expect John to have with his supervisor?" was left out of data

collection due to researcher error. After obtaining IRB approval, a second survey was created

identical to the first, but including the key item that was initially left out. Participants were

informed they would not receive compensation for participating in the study a second time and

were given a list of MTurk IDs that had already taken part to ensure they had not previously

completed the survey.

Chapter IV

Results

Intercorrelations of continuous study variables, descriptive statistics and relevant internal

consistency reliabilities are presented in Table 2. The first hypothesis was tested by analyzing the

data using simple linear regression. Hypothesis 1 stated that ratings of perceived OCB

engagement would positively predict perceived job satisfaction. Perceived OCB significantly

predicted perceived job satisfaction, $\beta = .43$, $t(83) = 4.27$, $p < .001$, supporting Hypothesis 1.

Perceived OCB accounted for a significant proportion of variance in perceived job satisfaction,

$R^2 = .18$, $F(1, 83) = 18.27$, $p < .001$.

Hierarchical regression was used to test Hypothesis 2, which stated that the perceiver's

attribution of the OCB would moderate the effect of perceived OCB on perceived job satisfaction

such that the positive relationship described in Hypothesis 1 will be present when internal

attributions are made for the OCB, but not when external attributions are made for the behavior.

The first set of predictors (attribution of OCB and perceptions of OCB) accounted for a

significant amount of the perceived job satisfaction variability, $R^2 = .24$, $F(2, 82) = 12.88$, $p <$

.001. The product term was added in the second step of the regression and did not account for a

significant amount of variance above and beyond the first set of predictors, $\Delta R^2 = .00$, $F(1, 81) =$

.57, $p = .452$. Therefore, no moderation was found and Hypothesis 2 was not supported. A

correlation was used to test Hypothesis 3, which stated that ratings of perceived OCB

Table 2

Intercorrelations, Descriptive Statistics and Reliabilities

	Mean	SD	1	2	3	4
1. Perceived Job Satisfaction	3.93	0.79	---	---	---	---
2. Perceived OCB	3.94	0.53	.43	(.91)	---	---
3. External Attribution	2.80	1.26	-.38	-.35	---	---
4. Working Relationship	3.92	0.60	.44	.56	-.48	---

All correlations were significant at the $p < .01$ level

engagement would be positively related to ratings of perceived working relationship with the individual's supervisor. There was a significant relationship between working relationship with the supervisor and perceived OCB, $r(83) = .56$, $p = .001$, supporting Hypothesis 3.

Supplemental Analyses

For exploratory purposes, supplemental analyses were performed on the data from both samples ($N = 170$) where applicable. Independent-samples t-tests were used to explore gender differences in attribution and perceived job satisfaction. The first analysis found a statistically significant difference between the scores of males ($M = 2.85$, $SD = 1.27$) and females ($M = 2.43$, $SD = 1.30$) on the attribution item, $t(169) = 2.13$, $p = .035$ indicating that females had a tendency toward making internal attributions, more so than males. The second analysis found no significant difference between males ($M = 1.20$, $SD = 2.75$) and females ($M = 1.88$, $SD = 2.65$) on the global job satisfaction item, $t(169) = 1.66$, $p = .099$. Correlations were used to explore age effects on attribution, perceived job satisfaction, perceived OCB and working relationship. The correlation between age and the attribution item was significant, $r(168) = -.19$, $p = .013$, indicating there was a weak negative relationship between age and how participants attributed the perceived OCB. The correlation between age and perceived job satisfaction was also significant, $r(168) = .21$, $p = .006$, indicating a moderate positive relationship between age and how satisfied participants perceived John to be. The correlation between age and working relationship was not significant, $r(83) = .10$, $p = .346$, nor was the correlation between age and perceived OCB, $r(168) = -.04$, $p = .608$.

Chapter V

Discussion

Job satisfaction and OCB have been the topic of many studies in I-O psychology; however, very little research exists addressing the relationship between perceptions of OCB and job satisfaction among coworkers. The purpose of this study was to determine whether perceptions of OCB can predict perceived job satisfaction and understand what role perceived OCB plays in the perceptions of a working relationship between employee and supervisor.

This study found support for Hypothesis 1, which stated that ratings of perceived OCB engagement would positively predict perceived job satisfaction. This finding supports and adds to the work of Williams and Anderson (1991) in which they found individuals are likely to have more positive feelings about their job after engaging in OCB, which can lead to fulfillment of both intrinsic and extrinsic needs resulting in higher job satisfaction (Lambert, 2010). Not only are individuals likely to experience higher job satisfaction as a result of engaging in OCB, individuals observing OCB in a coworker are likely to perceive higher job satisfaction in him or her as well. Support was not found for Hypothesis 2, which stated that the perceiver's attribution of the OCB would act as a moderator of the effect of perceived OCB on perceived job satisfaction.

The study also found support for Hypothesis 3, which posited that ratings of perceived OCB engagement will be positively related to ratings of perceived working relationship with the individual's supervisor. When an individual perceives OCB as true helping behavior, rather than

an impression management method, a stronger working relationship is also more likely to be

perceived between the coworker and the supervisor (Bowler et al., 2010). Although impression

management was not measured in the current study, the general idea of OCB and working

relationship was tested and supported.

Contributions and Implications

From a theoretical perspective, this research makes contributions to the large body of

research dedicated to job satisfaction and OCB. Perceptions can often be difficult to capture, but

they continue to provide relevant insight and spark questions, even within the most researched

areas, by providing a new angle from which to approach the topics. Although some research does

exist by Bowler et al. (2010) addressing perceptions of OCB, those perceptions have not been

applied to other workplace constructs. The current research found support for perceptions of

OCB predicting perceived job satisfaction. This finding is especially encouraging, given the use

of online participants and a vignette. Although using a vignette cannot fully replicate the

experience of observing OCB, the risk of using a vignette and online sample rather than

individuals in an organization was calculated. The vignette allowed the OCB construct to be

more isolated than what would naturally exist in a real work setting, providing a foundation for

this new area of research in perceptual OCB and job satisfaction. The fact that the relationship

between perceived OCB and perceived job satisfaction was evident in this sample is noteworthy.

It is also important to note the positive relationship between perceived OCB and

perceived working relationship with the supervisor was established, supporting in part the work

of Bowler et al. (2010). Participants generally associated OCB with a positive working

relationship with the supervisor, however impression management was neither measured nor

manipulated in the present research, which sought to establish the perceived OCB-working

relationship link. The direction of the relationship has not been established, therefore it is difficult to parse whether perceived OCB fosters the perception of a good working relationship or a perceived good working relationship frames the perception of OCB. Bowler at al. (2010) argued that individuals with good working relationships engage in OCB to reciprocate rewards they receive, but a strong case can be made for a good working relationship as the result of OCB, or a reciprocal effect. This initial relationship can serve as a basis for future research.

Although the proposed moderation in Hypothesis 2 did not occur, there was a significant univariate effect of the attribution item on perceived job satisfaction. The moderate negative correlation indicates that as ratings of external attribution decrease, the perceived job satisfaction ratings increase. Individuals are more likely to perceive higher job satisfaction when attributions are perceived as internal. Through supplemental analyses, it was discovered that males were more likely to make external attributions for the perceived OCB and attribute John's behavior as a result of his job and what is required of him. Conversely, females were more likely to make internal attributions for the perceived OCB, aligning John's behavior with his personality traits. Interestingly, no significant differences in gender were found for perceived job satisfaction. It is possible gender plays a role in the attribution-perceived job satisfaction relationship, but through follow-up analyses it was determined that gender did not serve as a moderator variable ($\Delta R^2 = $ .01, $F(2, 82) = .43$, $p = .512$).

Practically speaking, these results also have implications in the workplace. As Ziegler et al. (2012) pointed out, "[o]rganizational functioning relies on…organizational citizenship behavior" (p. 176). A well-functioning corporate machine can expect to attribute some of its success to the organizational citizenship behaviors of its employees. However, companies may not understand or know how to measure the impact OCB has on other employees, team

dynamics, organizational commitment and job satisfaction, that all potentially affect

organizational functioning and success. The current research addresses topics that companies are

unlikely to consider when they think about organizational functioning and their employees.

Although OCB, job satisfaction, and perceptions of the two are intangible and difficult to

measure, their impact on employee morale and the business itself can be meaningful.

Understanding the relationship between OCB and job satisfaction in the workplace, as well as

how coworkers perceive those relationships in others, can start the conversation between senior

leadership as to why employees do the things they do. The practical impact of these constructs is

something that should not be discounted in the workplace, as it can have a tremendous effect on

organizational functioning.

Limitations and Future Research

As with any research, this study is not without its limitations. First, the study was

designed to create a realistic type of situation in the vignette; however it was not the ideal

method for collecting this type of data. In a workplace setting, coworkers do not generally read

about others engaging in OCB as it is an observed behavior. Also, OCB in the workplace does

not occur in isolation. Many other workplace aspects such as interpersonal relationships, stress,

and varying workloads factor into perceptions. Although the results of this study were supportive

of perceived OCB predicting perceived job satisfaction, a real workplace scenario may yield

drastically different results. For example, a coworker observing a close work friend engage in

OCB is likely to make different assumptions regarding his or her job satisfaction and working

relationship with the supervisor than a coworker observing an individual with whom the

coworker has never spoken. The workplace scenario may also differ from present results based

on the state of mind or mood the individual is in when rating. Although replicating this study in a

real workplace would provide more generalizable results, other factors would need to be taken into account as well.

Second, although the use of MTurk participants is beneficial for various reasons, it is possible that, due to the presence of an incentive or the anonymity of online surveys, participants did not fill out the survey honestly or were cognitively absent while participating. Quality check items included in the survey attempted to identify participants who blindly participated for compensation, and any individuals who failed one or both were discarded from the data prior to any analyses. However, there is no way to ensure the honesty of the responses given by those who pass the quality check items due to the anonymity of the online format.

Lastly, data needed to be collected twice due to a key question being left out in the first survey. The question left out was with regard to the perceived working relationship with the supervisor, needed to test Hypothesis 3. The proper steps were taken to obtain IRB approval for re-launching the study and safeguards were put in place to ensure MTurk users did not participate twice. Where possible, data from the first study were used in supplemental analyses to better identify patterns and relationships.

Future research in survey form should include two separate vignettes and conditions. These should include one where John is highly ambitious and another where he enjoys helping out and is a good person. This provides another angle at which to approach and intensify the OCB and attribution portions of the study. Additionally, manipulating the age and gender of the individual in the vignette may yield interesting results, given the significant gender effect found in this study.

Furthermore, future research should aim to understand the prevalence of the perceived OCB-job satisfaction relationship in a real work setting by having individuals report actual

coworker incidences of OCB in the workplace and give feedback regarding why they believe the

coworker performed the behavior and the perceived job satisfaction of the individual. To be able

to infer the direction of causation in an actual workplace, prior knowledge of the individual

performing the OCB would need to be controlled for. Otherwise, a work-like scenario could be

used with actors and participants in a controlled setting. Using either of these methodologies,

researchers would be able to more easily generalize the findings and truly understand the

relationship as it exists in the real world.

Additionally, an interesting avenue for future research would be to investigate whether

individuals perceiving OCB and subsequent job satisfaction in coworkers would be likely to

model those behaviors. Encouraging others to model OCB can seem difficult because OCB

cannot be taught in a traditional sense, however recognizing individuals for performing OCB

may be encouragement enough for coworkers to start modeling that behavior. The link between

perceived OCB and modeling that behavior is potentially very beneficial in that individuals

modeling behavior may start reporting higher job satisfaction. However, this may pose a

construct crisis for OCB in that a facet of the construct is altruism, or the unselfish concern for

the welfare of others (Organ, 1988). If future research chose to take the modeling hypothesis to

further examine these constructs, it would need to be very clear what modeled behavior qualified

as true OCB versus behavior adopted under the guise of helping as a means to an end, in this

case increased job satisfaction. Overall, although modeling OCB may hurt the construct, the

effects have the potential to be very positive and powerful within the organization.

Lastly, more research should be devoted to understanding the potential moderators

between perceived OCB and perceived job satisfaction. Although the present study did not find

support for the moderating effect of attribution on the perceived OCB-job satisfaction

relationship, future research should attempt to support or refute these findings with different

samples.

Conclusion

      In conclusion, the study found support for the hypothesis that perceived OCB predicts

perceived job satisfaction, as well as support for a positive relationship between perceived OCB

and perceived working relationship with the supervisor. The results are the first of their kind in

understanding the effects perceptions of OCB can have on other workplace constructs. The

implications of this study go beyond research and can be cautiously applied in a workplace

setting. Future studies will hopefully build on the understanding of perceptions in the workplace

and how they can be applied to other constructs.

Chapter VI

Summary

The relationship between job satisfaction and OCB has been extensively researched as understanding of psychology in the workplace has evolved. Specifically, job satisfaction as an antecedent of OCB has been a topic of interest, as well as mediators and moderators of the relationship including team commitment (Foote & Tang, 2008), attitude ambivalence (Ziegler et al., 2012), organizational commitment (Sesen & Basim, 2012), and turnover intent (Bouckenooghe et al., 2013; Lambert, 2010). However, little research has focused on OCB as a potential antecedent of job satisfaction. Lambert (2010) found a significant relationship between the amount of OCB and job satisfaction in his study. When an individual engages in OCB, they are likely to have a more positive feeling about their job (Williams & Anderson, 1991) which may lead to fulfillment of intrinsic and extrinsic needs and, consequently, higher job satisfaction (Lambert, 2010).

Although research examining perceptions of OCB exists (Bowler et al., 2010), it is not clear what effects those perceptions have on related workplace constructs. Specifically, an employee perceiving a coworker displaying OCB might conclude that such a person also has higher job satisfaction as one possible explanation for the observed behavior. This research examines the relationship between perceived OCB and the effect it has on perceived job satisfaction of a coworker. Based on this information, the following hypothesis is proposed:

Hypothesis 1: Ratings of perceived OCB engagement will positively predict perceived

job satisfaction.

Attribution theory, or the tendency to attribute the cause of behavior to dispositional (internal) or

situational (external) factors (Eberly, Holley, Johnson, & Mitchell, 2011), may have an effect on

the perceived OCB-job satisfaction relationship. Therefore, the following hypothesis is proposed:

Hypothesis 2: The perceiver's attribution of the OCB will moderate the effect of

perceived OCB on perceived job satisfaction such that the positive relationship described

in Hypothesis 1 will be present when internal attributions are made for the OCB, but not

when external attributions are made for the behavior.

Bowler et al. (2010) stated that a coworker's perception of OCB directed toward a leader or

supervisor by an employee has an effect on how that coworker may attribute the OCB. Whether

the attribution is stemming from jealousy of the relationship itself or because the coworker feels

he or she has to pick up slack, it is likely that a coworker's perception will be that motives for

OCB are due to impression management. Based on the research by Bowler et al. (2010), it is

likely that coworkers will perceive a strong working relationship between the supervisor and the

employee when the coworker also perceives an OCB as a helping behavior, rather than a method

for impression management or a means to an end. Although impression management is not

manipulated in the present study, a hypothesis is presented to test the general idea of the nature

of the relationship. Therefore, the following hypothesis is proposed:

Hypothesis 3: Ratings of perceived OCB engagement will be positively related to ratings

of perceived working relationship with the individual's supervisor.

Method

Participants

Participants included 170 individuals recruited from Amazon's Mechanical Turk (MTurk), and survey data were collected using SurveyGizmo to ensure participants' anonymity. Of the 170 participants, 85 were used for hypothesis testing and all 170 were included in supplemental analyses. In order to take part in the study, participants must have been at least 18 years old, and had a 95% HIT approval rate and a minimum of 50 HITs completed on MTurk. Participants were compensated $0.50 for participation in the study.

Vignette

Participants were asked to read a short vignette. The vignette served as the target for the participants' ratings on subsequent measures.

Measures

Job satisfaction. Perceived job satisfaction was measured using a single-item measure (see Appendix B) which has been shown to be preferable to facet scales when measuring overall job satisfaction (Wanous, Reichers, & Hudy, 1997). This question was, "How satisfied do you perceive John to be with his job?" and responses were on a 5-point Likert-type scale ranging from 1 (*very dissatisfied*) to 5 (*very satisfied*). Scarpello and Campbell (1983) established the appropriateness of single-item measures of job satisfaction.

Organizational citizenship behavior. The Organizational Citizenship Behavior Measure (Motowidlo & van Scotter, 1994) was used to measure perceived OCB. The mean of the responses to the 16-item scale was taken to create an overall perceived OCB score with higher scores indicating more perceived OCB and lower scores indicating less perceived OCB. The coefficient alpha for the current study was $\alpha = .91$.

Attribution. One item created for the present study was used to measure participants'

attributions of the behavior in the vignette. Participants were asked to choose the point on the

scale that best reflected their perspective of John's OCB engagement. A scale with no middle

point was used in order to force participants to choose which anchor they agree with more.

Perceived leader-subordinate relationship. One item was used to assess participants'

perceptions of John's relationship with his supervisor. The item is as follows: What kind of

working relationship would you expect John to have with his supervisor? Higher scores on this

item indicated a stronger perceived leader-subordinate relationship.

Demographics. The demographics that were included are age, gender, race/ethnicity and

the country in which the participant currently resides.

Procedure

Participants were informed that they were completing the study to better understand

perceptions of employee job satisfaction and participation in the study was conditional upon

reading and accepting an electronic consent form. Participants were debriefed immediately after

completing the survey.

Results

The first hypothesis was tested by analyzing the data using simple linear regression.

Hypothesis 1 stated that ratings of perceived OCB engagement would positively predict

perceived job satisfaction. Perceived OCB significantly predicted perceived job satisfaction, $\beta =$

.43, $t(83) = 4.27$, $p < .001$, supporting Hypothesis 1. Perceived OCB also accounted for a

significant proportion of variance in perceived job satisfaction, $R^2 = .18$, $F(1, 83) = 18.27$, $p <$

.001.

Hierarchical regression was used to test the Hypothesis 2, which stated that the

perceiver's attribution of the OCB would moderate the effect of perceived OCB on perceived job

satisfaction such that the positive relationship described in Hypothesis 1 will be present when

internal attributions are made for the OCB, but not when external attributions are made for the

behavior. The first set of predictors (attribution of OCB and perceptions of OCB) accounted for a

significant amount of the perceived job satisfaction variability, $R^2 = .24$, $F(2, 82) = 12.88$, $p <$

.001. The product term was added in the second step of the regression and did not account for a

significant amount of variance above and beyond the first set of predictors, $R^2 = .00$, $F(1, 81) =$

.57, $p = .452$. Therefore, no moderation was found and Hypothesis 2 was not supported. A

correlation was used to test Hypothesis 3, which stated that ratings of perceived OCB

engagement would be positively related to ratings of perceived working relationship with the

individual's supervisor. There was a significant relationship between working relationship with

the supervisor and perceived OCB, $r(83) = .56$, p , .001, supporting Hypothesis 3.

Discussion

From a theoretical perspective, this research makes contributions to the large body of

research dedicated to job satisfaction and OCB. Perceptions can often be difficult to capture, but

they continue to provide relevant insight and spark questions, even within the most researched

areas, by providing a new angle from which to approach the topics. Although some research does

exist by Bowler et al. (2010) addressing perceptions of OCB, those perceptions have not been

applied to other workplace constructs. The current research found support for perceptions of

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experience of observing OCB, the risk of using a vignette and online sample rather than

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more isolated than what would naturally exist in a real work setting, providing a foundation for

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between perceived OCB and perceived job satisfaction was evident in this sample is noteworthy.

It is also important to note the positive relationship between perceived OCB and

perceived working relationship with the supervisor was established, supporting in part the work

of Bowler et al. (2010). Participants generally associated OCB with a positive working

relationship with the supervisor, however impression management was neither measured nor

manipulated in the present research, which sought to establish the perceived OCB-working

relationship link. The direction of the relationship has not been established, therefore it is

difficult to parse whether perceived OCB fosters the perception of a good working relationship

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argued that individuals with good working relationships engage in OCB to reciprocate rewards

they receive, but a strong case can be made for a good working relationship as the result of OCB,

or a reciprocal effect. This initial relationship can serve as a basis for future research.

Although the proposed moderation in Hypothesis 2 did not occur, there was a significant

univariate effect of the attribution item on perceived job satisfaction. The moderate negative

correlation indicates that as ratings of external attribution decrease, the perceived job satisfaction

ratings increase. Individuals are more likely to perceive higher job satisfaction when attributions

are perceived as internal. Through supplemental analyses, it was discovered that males were

more likely to make external attributions for the perceived OCB and attribute John's behavior as

a result of his job and what is required of him. Conversely, females were more likely to make

internal attributions for the perceived OCB, aligning John's behavior with his personality traits.

Interestingly, no significant differences in gender were found for perceived job satisfaction. It is possible gender plays a role in the attribution-perceived job satisfaction relationship, but through follow-up analyses it was determined that gender did not serve as a moderator variable ($\Delta R^2 =$ .01, $F(2, 82) = .43$, $p = .512$).

Practically speaking, these results also have implications in the workplace. As Ziegler et al. (2012) pointed out, "[o]rganizational functioning relies on…organizational citizenship behavior" (p. 176). A well-functioning corporate machine can expect to attribute some of its success to the organizational citizenship behaviors of its employees. However, companies may not understand or know how to measure the impact OCB has on other employees, team dynamics, organizational commitment and job satisfaction, that all potentially affect organizational functioning and success. The current research addresses topics that companies are unlikely to consider when they think about organizational functioning and their employees. Although OCB, job satisfaction, and perceptions of the two are intangible and difficult to measure, their impact on employee morale and the business itself can be meaningful. Understanding the relationship between OCB and job satisfaction in the workplace, as well as how coworkers perceive those relationships in others, can start the conversation between senior leadership as to why employees do the things they do. The practical impact of these constructs is something that should not be discounted in the workplace, as it can have a tremendous effect on organizational functioning.

Limitations and Future Research

As with any research, this study is not without its limitations. First, the study was designed to create a realistic type of situation in the vignette; however it was not the ideal method for collecting this type of data. In a workplace setting, coworkers do not generally read

about others engaging in OCB as it is an observed behavior. Also, OCB in the workplace does

not occur in isolation. Many other workplace aspects such as interpersonal relationships, stress,

and varying workloads factor into perceptions. Although the results of this study were supportive

of perceived OCB predicting perceived job satisfaction, a real workplace scenario may yield

drastically different results. For example, a coworker observing a close work friend engage in

OCB is likely to make different assumptions regarding his or her job satisfaction and working

relationship with the supervisor than a coworker observing an individual with whom the

coworker has never spoken. The workplace scenario may also differ from present results based

on the state of mind or mood the individual is in when rating. Although replicating this study in a

real workplace would provide more generalizable results, other factors would need to be taken

into account as well.

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compensation, and any individuals who failed one or both were discarded from the data prior to

any analyses. However, there is no way to ensure the honesty of the responses given by those

who pass the quality check items due to the anonymity of the online format.

   Lastly, data needed to be collected twice due to a key question being left out in the first

survey. The question left out was with regard to the perceived working relationship with the

supervisor, needed to test Hypothesis 3. The proper steps were taken to obtain IRB approval for

re-launching the study and safeguards were put in place to ensure MTurk users did not

participate twice. Where possible, data from the first study were used in supplemental analyses to better identify patterns and relationships.

Future research in survey form should include two separate vignettes and conditions. These should include one where John is highly ambitious and another where he enjoys helping out and is a good person. This provides another angle at which to approach and intensify the OCB and attribution portions of the study. Additionally, manipulating the age and gender of the individual in the vignette may yield interesting results, given the significant gender effect found in this study.

Furthermore, future research should aim to understand the prevalence of the perceived OCB-job satisfaction relationship in a real work setting by having individuals report actual coworker incidences of OCB in the workplace and give feedback regarding why they believe the coworker performed the behavior and the perceived job satisfaction of the individual. To be able to infer the direction of causation in an actual workplace, prior knowledge of the individual performing the OCB would need to be controlled for. Otherwise, a work-like scenario could be used with actors and participants in a controlled setting. Using either of these methodologies, researchers would be able to more easily generalize the findings and truly understand the relationship as it exists in the real world.

Additionally, an interesting avenue for future research would be to investigate whether individuals perceiving OCB and subsequent job satisfaction in coworkers would be likely to model those behaviors. Encouraging others to model OCB can seem difficult because OCB cannot be taught in a traditional sense, however recognizing individuals for performing OCB may be encouragement enough for coworkers to start modeling that behavior. The link between perceived OCB and modeling that behavior is potentially very beneficial in that individuals

modeling behavior may start reporting higher job satisfaction. However, this may pose a construct crisis for OCB in that a facet of the construct is altruism, or the unselfish concern for the welfare of others (Organ, 1988). If future research chose to take the modeling hypothesis to further examine these constructs, it would need to be very clear what modeled behavior qualified as true OCB versus behavior adopted under the guise of helping as a means to an end, in this case increased job satisfaction. Overall, although modeling OCB may hurt the construct, the effects have the potential to be very positive and powerful with the organization.

Lastly, more research should be devoted to understanding the potential moderators between perceived OCB and perceived job satisfaction. Although the present study did not find support for the moderating effect of attribution on the perceived OCB-job satisfaction relationship, future research should attempt to support or refute these findings with different samples.

Conclusion

In conclusion, the study found support for the hypothesis that perceived OCB predicts perceived job satisfaction, as well as support for a positive relationship between perceived OCB and perceived working relationship with the supervisor. The results are the first of their kind in understanding the effects perceptions of OCB can have on other workplace constructs. The implications of this study go beyond research and can be cautiously applied in a workplace setting. Future studies will hopefully build on the understanding of perceptions in the workplace and how they can be applied to other constructs.

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Appendix A

Vignette

John is an employee of General Widget, Inc. He is responsible for checking and ensuring the

quality of widgets after they have completed production. He sends widgets that pass the quality

check to the shipping department to be shipped across the country. When defective widgets are

found, John is responsible for separating them from the acceptable widgets and disposing of

them according to General Widget standards. John has been in this position for 3 years and is

generally known as a guy that shows up to work on time, makes small talk with coworkers, and

leaves when his shift is over. Last month, a volunteer position opened up as an employee

representative on his company's board. This opportunity gives an employee a chance to talk with

coworkers and attend meetings, seminars, and webinars to give feedback to General Widget on

the employees' behalf. The position is not particularly difficult but adds an additional 10 unpaid

hours to the employee's schedule per month for one calendar year. Although John has never held

a position like this before, he volunteers himself for the position.

Appendix B

Global Job Satisfaction Measure

Please answer the following question based on your perception of John's job satisfaction using

the following scale from 1 to 5 where 1 = "very dissatisfied" and 5 = "very satisfied".

How satisfied do you perceive John to be with his job?

1	2	3	4	5
Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied

Appendix C

Source for Organizational Citizenship Behavior Measure

Organizational Citizenship Behavior Measure

Motowidlo, S. J., & Van Scotter, J. R. (1994). Organizational Citizenship Behavior Measure

[Database record]. Retrieved from PsycTESTS. doi: 10.1037/t11355-000

Appendix D

Attribution Item

Please choose the point on the following scale that best represents your perspective about John.

1	2	3	4	5	6
John most likely volunteered himself to be a representative on the board because that's just the kind of person he is.					John most likely volunteered himself to be a representative on the board because that's what his job encourages him to do.

Appendix E

Demographics

Please type in or check the box of the answer that most accurately describes you for each question.

1. Please indicate your age.

    [enter value]

2. Please indicate your gender.

    [Male, Female, prefer not to answer]

3. Please indicate your race.

    [Caucasian/Non-Hispanic, Black or of African descent, Hispanic/Latino, Asian,

    Indian, Native Hawaiian or Other Pacific Islander, American Indian or Alaskan,

    Multiracial, other, prefer not to answer]

4. Please indicate the country in which you currently reside.

    [enter country]

5. Please provide your MTurk worker ID number.

    [enter ID]

Appendix F

Quality Check Items

Please choose "Likely" ("4") for this item.

    This item was inserted in the middle of the OCB Measure

Please choose "Disagree" ("2") for this item.

    This item was inserted after the attribution item

Appendix G

IRB Approval Letter

July 10, 2014

Chelsea Wymer
7279 Bentcreek Dr.
Temperance, MI 48182

Re: Protocol #14-005, *Does Helping Make You Seem Happier: Effects of OCB on Job Satisfaction Perceptions*

Dear Ms. Wymer:

The IRB has reviewed the materials regarding your study, referenced above, and has determined that it meets the criteria for the Exempt from Review category under Federal Regulation 45CFR46. Your protocol is approved as exempt research, and therefore requires no further oversight by the IRB.

Your study description states that the data will be gathered anonymously. We assume, in approving your study, that you will set the Survey Gizmo settings to not gather IP addresses. If you have not explicitly done so, please do so, as this is a condition of approval. If you do not intend to use those settings, please explain why you are not doing so and provide an explanation for how you will maintain the anonymity of the data you plan to gather.

If you wish to modify your study, including the addition of data collection sites, it will be necessary to obtain IRB approval prior to implementing the modification. If any adverse events occur, please notify the IRB immediately.

Please contact our office if you have any questions. We wish you success with your project!

Sincerely,

Kathleen J. Hart, Ph.D., ABPP
Vice Chair, Institutional Review Board
Xavier University

Appendix H

MTurk Interface

Please note that you will have to enter your unique ID TWICE, once HERE and once at the END of the study in order to be compensated, if you are eligible.

1. Please enter your unique identifier located on the MTurk Dashboard. **You must enter your MTurk ID HERE:** https://www.mturk.com/mturk/dashboard.

Also, please SAVE your unique identifier because you will be required to enter it once again AT THE END OF THE PROJECT.

2. Please click the following link in order to access the survey. After you complete the survey, click the "Submit" button below.

[Survey Link will be added once survey is completed]

[SUBMIT]

Appendix I

Informed Consent

You are being given the opportunity to participate in a Master's thesis study conducted by Chelsea Wymer at Xavier University. The purpose of this study is to better understand perceptions of employee job satisfaction. For this study, you will be required to read a short story about a fictional employee and respond to a number of survey items.

This survey is anticipated to take about 15 minutes. There are no known risks associated with participating in this study. Participation in this study is voluntary, and you are free to withdraw from the study at any time without penalty. If your data passes all relevant checks, you will be paid $0.50 for participating. However, if you decide to withdraw before completion (when you will be asked to enter your MTurk worker ID, as described below) or you fail the relevant quality checks, you will not be compensated. Please be advised that you will only have 60 minutes to complete the survey. You must be at least 18 years old to participate in this study. Your survey answers will be kept anonymous. No one, other than the researchers, will have access to your information, and identifying information (e.g., your full name) will not be collected at any time as part of the study. You will be required to enter your MTurk unique worker ID at the end of the survey to receive compensation. MTurk worker ID numbers will be removed prior to any data analyses, further ensuring anonymity.

If you have any questions at any time during the study, you may contact Chelsea Wymer at wymerc@xavier.edu or the faculty advisor, Dr. Morrie Mullins, at mullins@xavier.edu. Questions about your rights as a research subject should be directed to Xavier University's Institutional Review Board at 513-745-2870, or electronically at irb@xavier.edu.

By clicking on the survey link below, you agree to the following statement:

I have been given information about this research study and its risks and benefits and have had the opportunity to ask questions and to have my questions answered to my satisfaction. I freely give my consent to participate in this research project.

Appendix J

Debrief Form

The purpose of this study was to understand the relationship that exists between organizational citizenship behavior (OCB) and job satisfaction. OCB are those behaviors in the workplace that are considered above and beyond the job description, such as helping a coworker solve a problem or volunteering time to serve on a work-related committee. Research suggests a strong relationship exists between OCB and job satisfaction, however others' perceptions of how a coworker engaging in OCB affects that coworker's job satisfaction has not previously been explored.

Thank you for your participation in this study. If you have any questions or concerns, or would like to inquire about the results of this study, please contact Chelsea Wymer at wymerc@xavier.edu or her faculty advisor, Dr. Morrie Mullins, at mullins@xavier.edu.