EXPLORING ORGANIZATIONALLY DIRECTED CITIZENSHIP BEHAVIOUR: RECIPROCITY OR "IT'S MY JOB"?

Jacqueline A-M. Coyle-Shapiro
Department of Industrial Relations
London School of Economics and Political Science
Houghton Street
London WC2A 2AE
j.a.coyle-shapiro@lse.ac.uk
Tel: 0207-955-7035
Fax: 0207-955-7042

Ian Kessler
Said Business School
University of Oxford
Radcliffe Infirmary
Woodstock Road
Oxford OX2 6HE
ian.kessler@templeton.college.oxford.ac.uk
Tel: 01865-422-709
Fax: 01865-736-374

John Purcell
School of Management
University of Bath
Bath BA2 7AY
mnsjp@management.bath.ac.uk
Tel: 01225-826-742
Fax: 01225-826-473

Coyle-Shapiro, J., Kessler, I. & Purcell, J. (2004) 'Reciprocity or "it's my job": Exploring organizationally directed citizenship behavior in a National Health Service Setting', Journal of Management Studies, 41(1), 85-106.

An earlier version of this paper was presented at the Annual Meeting of the Academy of Management, Chicago, 1999. The authors would like to thank Rob Briner, Neil Conway, Jill Graham, Joel Neuman, Linn Van Dyne and the reviewers for their constructive comments on earlier versions of this paper.

EXPLORING ORGANIZATIONALLY DIRECTED CITIZENSHIP BEHAVIOR: RECIPROCITY OR "IT'S MY JOB"?

Abstract

This study sets out to examine two explanations for why employees engage in organizational citizenship behaviour (OCB). The first explanation views OCB as a form of reciprocation where employees engage in OCB to reciprocate fair or good treatment from the organization. The second view is that employees engage in OCB because they define those behaviours as part of their job. The research methodology consisted of survey data from 387 hospital employees on their perceptions of procedural and interactional justice, mutual commitment, job breadth and OCB. The results suggest that procedural and interactional justice are positively associated with mutual commitment that in turn, is related directly to OCB and indirectly through expanding the boundaries of an individual's job. These findings suggest that together the reciprocation thesis and "it's my job" argument complement each other and provide a more complete foundation for our understanding of OCB. The difference between the two perspectives lies in the process by which individuals respond; that is, role enlargement and role maintenance. Implications and directions for future research are discussed.

INTRODUCTION

For a relatively new concept, organizational citizenship behaviour (OCB) has been the subject of numerous studies examining its definition, measurement and antecedents. Although the importance of extra-role behaviour has been recognized for some time (Katz, 1964; Katz & Kahn, 1978), the work of Organ and colleagues has been instrumental in capturing and promulgating the term OCB (Bateman & Organ, 1983; Organ, 1988, 1990; Smith, Organ & Near, 1983). OCB has been defined as *"behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization……the behavior is not an enforceable requirement of the role or the job description……the behavior is a matter of personal choice"* (Organ, 1988, p.4).

The determination of the motivational basis of OCB has occupied a substantial amount of research attention. One of the dominant frameworks[1] to emerge from this research views OCB as a form of employee reciprocity whereby employees engage in OCB to reciprocate fair or good treatment from their employer. Organ's (1988; 1990) argument is that individuals use extra-role behaviours to reciprocate the organization for fair treatment or withhold those behaviours in response to unfair treatment. This conceptualisation of OCB prompted researchers to question the boundary between in-role and extra-role behaviour and argue that the categorization of behaviour as in-role or extra-role may vary across job incumbents and change over time (Morrison, 1994; Van Dyne, Graham & Dienesch, 1994). Morrison (1994) argues that individuals may engage in OCB because they define those behaviours as in-role and concludes

[1] Another framework includes dispositional factors: conscientiousness, positive affectivity, negative affectivity and agreeableness (Organ & Ryan, 1995). The empirical evidence supporting the effects of disposition on OCB is discouraging. However, it is important to bear in mind that only a limited number of dispositional factors have been examined.

that “the very importance of OCB has been tied to its being extra-role behavior and thus conceptually and motivationally distinct from in-role behavior” (p.1561-2). In view of the muddiness surrounding the in-role extra-role distinction, Organ (1997) states “that it would be preferable to avoid, if we could, reference to ERB in defining OCB” (p. 88)

The primary aim of this paper is to explore the underlying mechanisms used to explain why individuals engage in OCB. Specifically, we examine whether the mechanisms used to explain OCB as it was originally conceptualised apply to the newer conceptualisation of OCB that is less stringent in its definition of OCB as extra-role behaviour. To accomplish this, we need to first replicate prior work that examines the effect of an individual’s relationship with his/her employing organization (mutual commitment) and organizational justice in explaining OCB. In doing so, we empirically examine the motivational mechanism that employees engage in extra-role behaviour to reciprocate the organization. Subsequently, we concurrently explore the seemingly different motivational mechanisms (reciprocity versus conceptualization of job responsibilities) that underlie employees’ engaging in OCB.

The initial interest in OCB stemmed from the argument put forward by the Human Relations School that “ a happy worker is a productive worker”. Although empirically unsupported, Organ (1977) in his initial essay defended the satisfaction causes performance hypothesis by directing attention to the conceptualisation of performance as a key to explaining the largely unsupportive evidence. Recognising that job attitudes might have little effect on objective measures of individual job output due to constraints such as technology, work design and aptitude, Organ (1997) directed attention to voluntary behaviour that is largely unconstrained by system factors

but that contribute to "*the maintenance and enhancement of the social and psychological context that supports task performance*" (Organ, 1997, p91). Given the absence of constraints on OCB, it is not surprising that the link between satisfaction and OCB is stronger than that found between satisfaction and task performance (Organ & Paine, 1999).

In evaluating the overall performance of employees, MacKenzie, Podsakoff and Fetter (1991) found that managers take into account some forms of OCB in addition to objective productivity. In a review of empirical studies on OCB, Podsakoff, MacKenzie, Paine and Bachrach (2000) conclude that OCB accounted for at least as much variance in performance evaluations as did in-role performance. Furthermore, the emerging empirical evidence suggests that OCB is related to organizational and group performance (Walz & Niehoff, 1996; Podsakoff, Ahearne & MacKenzie, 1997). Walz and Niehoff (1996) found that OCB was positively related to overall operating efficiency, customer satisfaction, quality of performance and negatively related to waste. Podsakoff et al. (1997) found a positive relationship between OCB and workgroup performance in terms of quality and quantity of work. Consequently, not only does OCB carry important consequences for the organization's functioning but also at the individual level, there are significant implications for those employees who choose to engage or otherwise in such behaviours.

OCB as in-role versus extra-role

Extra-role: Reciprocity

The underlying explanatory mechanism adopted to explain why individuals engage in OCB as extra-role behaviour is based on social exchange (Blau, 1964) and the norm of reciprocity

(Gouldner, 1960). In other words, positive beneficial actions directed at employees by the organization create an impetus for employees to reciprocate in positive ways through their attitudes and/or behaviours. Although empirical evidence supports the relationship between job satisfaction and OCB (Bateman & Organ, 1983; Smith et al., 1983; Motowidlo, Packard, & Manning 1986; Organ & Konovsky, 1989), Moorman (1991) concludes that this relationship may be a consequence of the underpinning concept of fairness, which subsequently prompted researchers to directly examine the role of organizational justice.

Most empirical studies find that procedural justice is a better predictor of OCB than distributive justice (Konovsky and Pugh, 1994; Moorman, Niehoff and Organ, 1993; Organ and Moorman, 1993; Taylor and Tepper, 1999). Greenberg (1993) explains this finding in terms of the time dimension involved in evaluating procedural and distributive justice; procedural justice involves evaluations over a long time horizon whereas distributive justice involves discrete evaluations of specific allocation decisions. Individuals are more likely to alter their citizenship behaviour if they believe that the system is inherently fair or unfair than when they believe a decision outcome was favourable or unfavourable. Several researchers (Bies & Moag, 1986; Greenberg, 1990) have proposed a third category of justice perceptions capturing the quality of interpersonal treatment an individual receives from an authority figure during the enactment of procedures. This aspect of justice has been referred to as interactional justice (Bies and Moag, 1986). Although closely related, procedural and interactional justice are generally treated as distinct constructs (Konovsky & Cropanzano, 1991; Maletesta & Byrne, 1997; Skarlicki, Folger & Tesluk, 1999) and empirical evidence supports a positive relationship between interactional justice and OCB (Coyle-Shapiro, 2001; Moorman, 1991).

Another framework that is used to explain OCB is perceived organizational support, which captures an individual's perception of how well he/she feels he/she has been treated by the organization, rather than the fairness of the treatment received. Organizational support theory (Eisenberger, Cummings, Armeli & Lynch, 1997; Eisenberger, Huntington, Hutchison & Sowa, 1986) assumes that employees form general beliefs concerning how much the organization values their contributions and cares about their well-being. Based on the norm of reciprocity, empirical studies support the relationship between high levels of perceived organizational support and OCB (Eisenberger, Fasolo & Davis-LaMastro, 1990; Kaufman, Stamper & Tesluk, 1999; Wayne, Shore & Liden, 1997).

Organizational justice and perceived organizational support adopt a one sided view of an individual's relationship with his/her employing organization. In contrast, covenantal relationships capture the degree of commitment *in the relationship* as well as mutual trust and shared values (Bromley & Busching, 1988; Elazar, 1980; Graham & Organ, 1993). Similar to social exchange, covenantal relationships retain the element of reciprocity (Van Dyne et al., 1994). Almond and Verba (1963) argue that individuals who strongly identify with a collective identity and feel valued are more likely to be an active contributor to the community. Gordon, Anderson and Bruning (1992) empirically demonstrate a positive relationship between employees' perceptions of the commitment that exists in their relationship with their employing organization (i.e. the organization's commitment to them as individuals and their commitment to the organization) and citizenship behaviour. Thus, it seems that the nature of the relationship an

individual has with his/her organization is important to understanding his/her citizenship behaviour.

In exploring the antecedents of a covenantal relationship, Graham and Organ (1993) argue that justice perceptions due to its (group value model) emphasis on the dignity and worth of individuals may be particularly important. Lind and Tyler (1988) propose a self-interest and group value model of procedural justice to explain the instrumental and non-instrumental effects of procedural justice perceptions. The group value model posits that procedural justice has a non-instrumental effect through demonstrating that the organization values its employees. This line of reasoning has received some support by Moorman, Blakely & Niehoff (1998) who demonstrate that procedural justice positively affects the degree to which individuals feel valued by the organization. Drawing on the covenantal relationship framework, we argue that justice may present a foundation upon which a relationship based on mutual commitment develops. We examine this and the effect of mutual commitment on employees' reported citizenship behaviour with the following hypothesis:

> Hypothesis 1: Employees' perception of mutual commitment mediates the effects of procedural and interactional justice on organizational citizenship behaviour

In-role: Job definition

Morrison (1994) utilises an individual's conceptualisation of their job as the basis for explaining OCB. She argues that supervisory ratings do not address the potential ambiguity regarding the boundary between in-role and extra-role behaviour as the supervisor defines the scope and maps the conceptual boundary of OCB. Furthermore, Graham (1991) argues that the a priori

categorization of extra-role behaviours by the researcher places them in an uncomfortable position of defining what behaviours fall under the rubric of extra-role and in-role. Furthermore, Morgeson (1999) argues that the distinction between in-role and extra-role may be ultimately untenable as what is considered in-role and extra-role will vary across job incumbents, organizations, change over time and subject to purposeful management through organizational interventions.

To overcome the problem created by the external delineation of in-role and extra-role behaviours, Morrison (1994) directs attention to how individuals conceptualize the boundaries between in-role and extra-role behaviour. As the job incumbent defines the boundaries of his/her job rather than the boundaries being imposed by an external source, what is viewed as discretionary behaviours is in the eye of the jobholder. Adopting the 'eye of the beholder' perspective, Morrison (1994) empirically tests this proposition and finds that behaviours defined as OCB vary across employees as well as between employees and supervisors. This finding is supported by Pond, Nacoste, Mohr and Rodriguez (1997) who argue on the basis of their empirical study that "employees believe that most behaviors on a typical measure of OCB are formally evaluated by their supervisors" (p.1537). Thus, Morrison (1994) concludes that the reason employees engage in OCB is because these behaviours are viewed as part of an individual's job while Pond et al (1997) argue that employees engage in OCB because these behaviours are viewed as being directly rewarded.

Together, these two studies highlight the importance of capturing the extent to which job incumbents view OCB as in-role or extra-role behaviour. Morrison (1994) states "*in terms of*

understanding OCB, therefore, it makes a difference whether an employee helps a co-worker because he or she wishes to engage in extra effort on behalf of the organization, or alternatively, because he or she simply sees the behaviour as part of his or her job" (p.1544). The explanation for OCB as extra-role behaviour proposes that favourable attitudes prompt individuals to reciprocate by going beyond their job requirements. In contrast, Morrison (1994) argues that when employees hold favourable attitudes (e.g. job satisfaction and organizational commitment), they are more likely to define their jobs broadly and consequently engage in OCB with greater frequency. The following hypotheses examine job breadth and its relationship to OCB prior to testing our central hypothesis that concurrently examines reciprocity versus it's my job as explanations for why individuals engage in OCB.

Morrison (1994) presents empirical evidence that OCB is a function of how employees define their job responsibilities. The basis for this is that the incentives for engaging in extra-role behaviour are weaker than the incentives for in-role behaviour. As Morrison (1994) argues the motivation to engage in behaviour defined as in-role is greater than the motivation to engage in extra-role behaviour. Consequently, if individuals view citizenship type behaviours as integral to their job, they will be more likely to engage in those behaviours than if they view those behaviours as discretionary and extra-role. We explore this with the following hypothesis:

> Hypothesis 2: The breadth of an individual's conceptualisation of their job responsibilities is positively related to the extent to which they engage in citizenship type behaviours

McLean Parks (1992) argues that covenantal relationships will lead to high levels of citizenship behaviour as a consequence of their open-endedness and a lack of specificity. Taking this further, relationships based on mutuality, incompleteness and parameters that are not defined are likely to result in enlarged role conceptualization on the part of employees. Employees who experience a mutually supportive relationship may be more likely to define what they consider to be part of their job in a broad manner. This perspective has received some support in the psychological contract literature whereby employees cognitively adjust their obligations based on how they feel they have been treated by their employer (Coyle-Shapiro & Kessler, 2002; Robinson, Kraatz & Rousseau, 1994). Consistent with hypothesis 1, we propose that the effect of justice perceptions on job breadth is mediated through an individual's perception of the commitment in his/her relationship with their organization.

Hypothesis 3: Employees' perception of mutual commitment mediates the effects of procedural and interactional justice on job breadth

A key finding of Morrison's (1994) study is that highly committed employees define their job responsibilities more broadly and thus, engage in citizenship behaviours as a consequence of incorporating those behaviours into their job. For Morrison (1994), this suggests a different interpretation of why individuals engage in OCB in contrast to the reciprocity thesis provided by Organ (1988). We explore both explanations by examining whether job breadth fully mediates the effect of mutual commitment on OCB. If it does, the results would support Morrison's (1994) argument that individuals engage in OCB because they define those behaviours as part of their job. If, however, job breadth does not fully mediate the effects of mutual commitment on

OCB, this suggests that an individual's conceptualisation of his/her job responsibilities does not provide the exclusive mechanism to explaining OCB.

Hypothesis 4: Employees' reported job breadth mediates the effect of mutual commitment on OCB

METHOD

Procedures and sample

The research was conducted in a National Health Service hospital located on the south coast of Britain. The hospital had become a Trust in 1993 assuming the status of an independent provider of healthcare operating in a quasi market context. In 1997, 1000 questionnaires were sent to a representative sample of employees of which 387 responded. This response rate of 38% is comparable to that found in similar studies (Robinson & Morrison, 2000). Of the respondent sample, 77.3% were female and 52.2% union members with a mean organizational tenure of 10.12 years. 64% of respondents were employed on a full time basis. The composition of the sample in occupational groupings is as follows: 36.4% nurses and midwives, 22.6% administrative & clerical, 12% ancillary staff, 6.6% medical and dental, 6.1% professions allied to medicine, 5.6% professional and technical, 4.1% maintenance, 3.8% senior management and 2.8% pharmaceutical.

Dependent variable

Organizational citizenship behaviour**.** We measured citizenship behaviour with four items capturing civic virtue and organizational participation adapted from Podsakoff, MacKenzie, Moorman and Fetter (1990) and Van Dyne et al. (1994) using a seven point Likert scale. Podsakoff et al. (2000) in reviewing the dimensionality of citizenship behaviour highlight the conceptual overlap between civic virtue (Organ ,1988) and organizational participation (Graham, 1991). Civic virtue is defined as an individual's willingness to participate actively in organizational governance. This would include behaviours such as attending non required meetings, sharing new ideas and staying abreast of organizational developments (Organ, 1988; Graham, 1991). We selected the dimension of civic virtue as it is directed at the organization in contrast to altruism, sportsmanship, courtesy and conscientiousness, which are directed to individuals in the organization. According to Robinson (1996), of the dimensions of OCB, civic virtue is more likely to involve a purposeful contribution by employees compared to other dimensions. Respondents used a 7-point scale ranging from 'strongly agree' to 'strongly disagree'. The alpha coefficient for this scale is .69 which is comparable to that found in Robinson and Morrison (1995).

Independent variables

Procedural justice. Procedural justice was measured with five items: two items assessing the degree to which an individual can appeal decisions and make their views heard taken from Moorman (1991). An additional three items assessing the fairness of procedures used by the

organization to determine salary increases, promotion and performance. Respondents used a 7-point Likert scale (1=strongly disagree, 7= strongly agree).

Interactional justice. Interactional justice was measured with three items assessing respondents' perception of the degree to which their immediate supervisor is honest in their interactions, gives the opportunity to express views and treats everyone in a fair and consistent manner (1-7 scale anchored with strongly disagree and strongly agree). These items were taken from the scale developed by Moorman (1991).

Mutual commitment. We define mutual commitment as an individual's perception of the degree of commitment that exists in his/her relationship with the organization. Van Dyne et al. (1994) operationalise covenantal relationship by combining an individual's perception of the organization's relationship to him/her (consideration of leader behaviour and company identification with employees) and an individual's relationship with the organization (organizational commitment). We operationalise mutual commitment in a similar manner by capturing an individual's perception of commitment in the relationship; that is, an individual's perception of the organization's commitment to them as individuals (perceived organizational support) and their commitment to the organization (organizational commitment). Perceived organizational support captures an individual's perception of his/her organization's commitment to them and is measured with nine items taken from a thirty-six-item scale developed by Eisenberger, Huntington, Hutchison and Sowa (1986). Following Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001) and Eisenberger et al. (1997), we used nine items that

loaded most heavily on the original thirty-six item scale with factor loadings ranging from .71 to .84.

Organizational commitment was measured with seven items from the nine-item scale developed by Cook and Wall (1980) for use in samples of blue-collar employees in the UK. The development of the scale draws upon the work of Buchanan (1974) and Porter, Steers, Mowday and Boullian (1974) whereby commitment is viewed as comprising three interrelated components: identification, involvement and loyalty. The authors report alpha coefficients of .87 .80 for two independent samples. Respondents used a seven-point Likert scale anchored with 'strongly disagree' and 'strongly agree'. The mean score of the sixteen items was taken to reflect an employee's perceptions of the two-way commitment that exists between him/her and his/her employing organization.

Job breadth. Job breadth was measured by adapting the four citizenship behaviour items and respondents were asked to classify each of the items into one of the following two categories: (A) 'I feel this is part of my work duty' and (B) 'I feel this is something extra'. The former corresponded to in-role while the latter corresponded to extra-role classification. The summation of the item responses was used to create an overall job breadth scale. This is consistent with the approach adopted by Morrison (1994).

Analysis

Hierarchical regression analyses are used to test the hypotheses. Prior research has demonstrated that attitudes and behaviour at work can be influenced by demographic

characteristics (Mowday, Porter & Steers, 1982). Therefore, we included four demographic variables (gender, trade union membership, work status and organizational tenure) to reduce the possibility of spurious relationships based on these types of personal characteristics. In all the analyses, the control variables were entered in step 1 of each equation

RESULTS

Factor analysis (principal components, varimax rotation) was conducted on all the items excluding job breadth, which was initially measured as a dichotomous variable. The results of the factor analysis (Table 1) yielded six factors: factor 1 corresponds to the items measuring perceived organizational support; factor 2 relates to organizational commitment; factor 3 captures interactional justice; factor 4 assesses an individual's voice in organizational procedures; factor 5 corresponds to OCB and; factor 6 captures an individual's perception of the fairness of specific procedures. The two factors capturing different elements of procedural justice were combined into one factor for the subsequent analysis. The means, correlations and reliabilities are reported in Table 2. The standard deviations of the main study variables range from .89 to 1.49 suggesting that none of the variables are marked by excessive restriction in range. All the measures demonstrate acceptable alpha coefficients (Hair, Anderson, Tatham & Black, 1992).

Insert Table 1 & Table 2 about here

Hypothesis 1 predicts that mutual commitment would mediate the effects of justice perceptions on OCB. This was tested following the procedures recommended by Baron and Kenny (1986) to test mediation. First, the mediator (mutual commitment) is regressed on the independent variables (procedural and interactional justice); second, the dependent variable (OCB) is regressed on the independent variables (procedural and interactional justice) and; third, the dependent variable (OCB) is regressed simultaneously on the independent (procedural and interactional justice) and mediator (mutual commitment) variables. Mediation is present if the following conditions hold true: the independent variable affects the mediator in the first equation; the independent variable affects the dependent variable in the second equation and the mediator affects the dependent variable in the third equation. The effect of the independent variable on the dependent variable must be less in the third equation than in the second. Full mediation occurs if the dependent variable has no significant effect when the mediator is in the equation and partial mediation occurs if the effect of the independent variable is smaller but significant when the mediator is in the equation.

Insert Table 3 about here

The first condition is met whereby procedural justice (β=. 50, p<. 01) and interactional justice (β=.24, p<.01) are positively related to mutual commitment (Table 3, column 2). The second condition requires that procedural and interactional justice be significantly related to OCB. As table 3 (column 4) shows, procedural justice (β=.20, p<.01) and interactional justice (β=.12, p<.05) are positively related to OCB. The third condition stipulates that mutual

commitment must affect OCB (Table 3, column 5) and when mutual commitment and the justice variables are entered together in the equation, the effect of procedural and interactional justice must be less when mutual commitment is in the equation than when it is not. The results suggest that mutual commitment fully mediates the effect of procedural and interactional justice on OCB. The beta coefficient of procedural justice (β= .09ns) and interactional justice (β=. 06ns) become non-significant when mutual commitment is entered into the equation. Furthermore, when procedural and interactional justice are entered into the equation in a subsequent step to mutual commitment, they do not explain any additional variance in OCB (ΔR^2 .01, ΔF 2.47 ns). Therefore, hypothesis 1 is supported by the data.

Hypothesis 2 predicted that the broader an individual defines their job responsibilities, the more likely they will engage in citizenship behaviour. This hypothesis was tested in two ways. First, t-tests were conducted comparing the mean behaviour score of the group of employees who view the citizenship behaviours as in-role with the group who viewed the behaviours as extra-role. The results shown in Table 4 indicate that for all the citizenship behaviours, employees who define the behaviours as in-role engage in those behaviours to a greater degree ($p<.01$) than employees who define them as extra-role. The hypothesis was subsequently tested using hierarchical regression analysis in which job breadth was entered in the final step of the equation. As shown in Table 5, job breadth ($\beta=.32$, $p<.01$) has a significant effect on citizenship behaviour and explains a significant portion of the variance in citizenship behaviour beyond that provided by mutual commitment and justice perceptions ($\Delta R^2 = .11$, ΔF 48.82 $p<.01$). Therefore, hypothesis 2 is supported.

Insert Table 4 about here

Hypothesis 3 predicted that mutual commitment would mediate the effects of justice perceptions on job breadth. Condition 1 is met whereby justice perceptions are positively related to mutual commitment (hypothesis 1). The second condition stipulates that procedural and interactional justice be positively related to job breadth. As Table 5 (column 2) shows, this holds true for procedural justice (β=.13, p<.01) but not for interactional justice (β= -.01 ns). When mutual commitment is entered into the equation, the effect of procedural justice (β= .02ns) becomes insignificant suggesting that mutual commitment fully mediates the effect of procedural justice on job breadth. When procedural and interactional justice are entered in a subsequent step to mutual commitment, no additional variance in job breadth is explained (Δ R^2.00, ΔF .52 ns). Overall, hypothesis 3 is supported for procedural justice but not interactional justice.

Insert Table 5 about here

Hypothesis 4 predicted that job breadth would mediate the effect of mutual commitment on OCB. Following the conditions required for mediation: (a) mutual commitment is positively related to job breadth (hypothesis 3) (b) mutual commitment is positively related to OCB (hypothesis 1) and (c) when job breadth is entered alongside mutual commitment, the beta coefficient of mutual commitment reduces but remains significant (β=.15, p<.01). In addition,

when mutual commitment is entered in a subsequent step to job breadth, it explains additional variance in OCB (ΔR^2.02, ΔF 12.35, $p<.01$). Thus, job breadth partially mediates the effect of mutual commitment on OCB. Baron and Kenny (1986) suggest that a significant reduction in the effect of the independent variable when the mediator is present indicates that the *"mediator is indeed potent, albeit not both a necessary and sufficient condition for an effect to occur"* (p.1176). In other words, mutual commitment may affect citizenship behaviour irrespective of whether individuals define those behaviours as part of their job (Figure 1)

Insert Figure 1 about here

.

DISCUSSION

A key finding of this study suggests that the relationship an individual has with their employing organization is critical to understanding citizenship behaviour irrespective of whether an individual defines those behaviours as in-role or extra-role. Specifically, relationships based on mutual commitment influence OCB in two ways: first, by directly affecting the degree to which individuals engage in OCB and secondly, by influencing how an individual conceptualizes the boundaries of their job, which in turn, affects the extent to which individuals engage in citizenship behaviour. This finding is consistent with Organ's (1988) reciprocation thesis and

Morrison's (1994) role definition argument. Consequently, the two perspectives complement each other and together present a better foundation for understanding OCB than either alone.

The difference between the two perspectives lies in how individuals respond to a relationship based on mutual commitment. Consistent with Organ (1990), individuals engage in OCB as a form of reciprocity based on organizational treatment and also consistent with Morrison (1994), individuals enlarge their job responsibilities by incorporating those behaviours into their job. Taylor and Tepper (1999) in their empirical investigation of the relationship between organizational justice and mentoring label Morrison's (1994) explanation as a role enlargement process and Organ's (1990) as a role maintenance process. An alternative way of integrating the two perspectives is to extend our conceptualisation of reciprocity beyond the current focus on employee attitudes and behaviour. The psychological contract literature suggests that employees may reciprocate employer treatment through a cognitive dimension; that is, adjusting their obligations to their employer (Coyle-Shapiro & Kessler, 2002). Recent empirical evidence also suggests that employees reciprocate perceived organizational support by enhancing their felt obligation to care about the organization's welfare and to help the organization achieve its objectives (Eisenberger et al., 2001). Therefore, incorporating a cognitive dimension to the conceptualisation of reciprocity suggests that Morrison's (1994) role enlargement process involves cognitive reciprocity (the expansion of job boundaries) occurring prior to behavioural reciprocity (engaging in OCB) whereas in Organ's (1990) role maintenance process, individuals engage directly in behavioural reciprocation.

It appears that a more complete understanding of why individuals engage in OCB needs to take into account how individuals define the boundaries of their job. Although Pond et al. (1997) highlight the need to distinguish between citizenship behaviours that are truly discretionary and those that are formally rewarded, this distinction may itself be clouded by evidence that managers consider extra-role behaviours in assessing performance, which in turn are rewarded (Eastman, 1994). Furthermore, the demarcation between in-role and extra-role behaviours is further blurred by the nature of some organizational interventions. Rather than relying on individual discretion to engage in organizationally functional activities, organizations are turning to enabling technologies such as TQM, for example, as a vehicle for modifying employee work orientations and responsibilities (Coyle-Shapiro, 1999; Parker, Wall & Jackson, 1997). For example, dimensions of OCB grounded in participation (Van Dyne et al., 1994) should not be seen as discretionary if TQM is successful in integrating continuous improvement into an individual's conceptualization of the nature of their job. This may make the distinction between in-role and discretionary behaviour even more untenable and is likely to give rise to idiosyncratic measures of OCB that may hinder theory development.

In presenting a way forward for understanding prosocial acts, Morgeson (1999) directs attention to the concept of roles and the processes by which individuals integrate prosocial acts into their role set. Morgeson (1999) argues that an exchange framework has limitations, among which, is the inability of the relationship-based framework to explain prosocial actions that occur as part of an individual fulfilling his/her job duties. However, we argue, based on the results of this study and existing empirical research on psychological contracts that relational frameworks are useful in understanding why individuals incorporate citizenship behaviours into their role set. As Pond

et al. (1997) argue, previous empirical work has not explicitly examined the role of contracting in affecting the degree to which citizenship behaviours are viewed as obligations in the eyes of employees. Perhaps, the psychological contract with its focus on obligations between employees and their employer presents a useful framework for examining the extent to which citizenship behaviours are viewed by employees and their employer as obligations.

The implications for managerial practice are as follows. It appears that perceptions of procedural and interactional justice are important to the development of a relationship based on mutual commitment. Therefore, organizations need to effectively manage their treatment of employees at the level of formal procedures as well as how managers interact with employees at the interpersonal level. To the extent organizations can manage their relationship with employees, they are more likely to engage in OCB regardless of whether they categorise those behaviours as in-role or extra-role.

Limitations

As with the majority of studies, this study bears some limitations. First, we examined a limited number of antecedents of OCB grounded in an individual's willingness to engage in OCB. We recognise that an individual's capacity to perform OCB and the opportunity to engage in OCB may also be important determinants. Second, our measure of job definition assumes clear demarcation between behaviour considered in-role and that, which is discretionary. In reality, individuals may view citizenship behaviours as varying in the extent to which they are discretionary. An additional limitation is our examination of a single dimension of OCB. Future research could examine whether our findings hold true for other dimensions of citizenship

behaviour. We operationalized mutual commitment by combining established constructs as a method of investigating employees' perception of the degree of commitment in the relationship. Future research could explore alternative measurement approaches to capturing commitment at the relational level.

As with all cross-sectional studies, not only were we unable to rule out relationships based on reverse causality, we were also unable to really test our causal inferences. For example, the relationship between job definition and OCB could be the reverse (i.e. "I engage in OCB, therefore, it must be part of my job). If this was the case and individuals were basing their job definition on their behaviour, one would expect the correlation between the two variables to be higher than .41. Another possible limitation of this study is that all the variables were measured with self-report survey measures. Consequently, the observed relationships may have been artificially inflated as a result of respondents' tendencies to respond in a consistent manner. However, more recent meta-analytic research on the percept-percept inflation issue indicates that while this problem continues to be commonly cited, the magnitude of the inflation of relationships may be over-estimated (Crampton and Wagner, 1994). The different measurement format of job definition (two categories) and OCB (seven point scale) goes someway to reducing the likelihood of common method bias. As for our reliance on self-ratings of OCB, Putka and Vancouver (2000) note that the use of supervisory ratings may present a different problem. The authors argue that although supervisors may be the best source of the results of subordinate behavior, they may only occasionally be aware of their subordinates actual work behavior. Furthermore, there is more evidence of a halo effect in supervisory ratings than self-ratings (Lance, LaPointe & Stewart, 1994)

The findings from this study suggest avenues for future research. Future research could explore the factors that determine whether individuals repay the organization by enlarging their job definition or by engaging in citizenship behaviour. By enlarging one's job to incorporate citizenship behaviour, individuals are committed themselves to performing those behaviours on a continuing basis whereas individuals who engage in OCB without incorporating those behaviours into their job may reflect an individual's desire to retain those behaviours as discretionary. Individual dispositions such as equity sensitivity (Huseman, Hatfield & Miles, 1985; Huseman, Hatfield and Miles, 1987) may moderate the relationship between perceptions of mutual commitment and citizenship behaviour. Specifically, "benevolents" may be more likely to reciprocate the organization by enlarging their role definition whereas "entitleds" may be more likely to reciprocate by engaging in OCB on a temporary basis.

A second direction for future research is to investigate why individuals define their jobs more broadly. Although our findings highlight the importance of mutual commitment in the development of broader job responsibilities, we could only account for 4% variance in job breadth. This suggests that there is much yet to be discovered about the factors that affect the incorporation of OCB type behaviours into an individual's conceptualization of their job. One possible factor, particularly pertinent in the context of this study, is the degree of professionalisation. Professional jobs are often seen as founded on autonomy, discretion and a breadth of responsibility albeit within tightly defined areas of specialist knowledge (Friedson, 2001). The distinction between in-role and extra- role behaviour in such jobs may be more blurred than for those in relatively routine and structured occupations where tasks and

responsibilities are tightly defined. A second factor that may affect how an individual defines the boundaries of their job is organizational norms. O'Reilly and Chatman (1996) argue that norms that are widely shared and strongly held provide a basis for social control within organizations. Social cues provided by supervisors and co-workers regarding prevailing norms relating to informal job responsibilities may influence what employees consider as an integral part of their job. Future research could examine the role of norms in how an individual conceptualizes the boundaries of his/her job.

CONCLUSIONS

The findings of this study suggest that the distinction between in-role and extra-role behaviour is important for understanding an individual's motivation to engage in OCB. An individual's perception of the commitment that exists in their relationship with the organization is positively associated with employees' willingness to reciprocate by engaging in OCB and is also positively related to the broadening of job boundaries to include citizenship type behaviours. These two perspectives represent different forms of reciprocity; role maintenance represents behavioural reciprocity whereas role enlargement reflects cognitive reciprocity where individuals adjust their conceptualisation of the boundaries of their job prior to engaging in citizenship type behaviours. Together, we argue that these two forms of reciprocity are complementary and present a better foundation for understanding OCB than either alone.

REFERENCES

Almond, G.A. and Verba, S. (1963). *The civic culture: Political attitudes and democracy in five nations*. Princeton, NJ: Princeton University Press.

Baron, R.M. and Kenny, D.A. (1986). 'The moderator-mediator distinction in social psychological research: Conceptual, strategic and statistical considerations'. *Journal of Personality and Social Psychology*, **51**, 1173-1182.

Bateman, T.S. and Organ, D.W. (1983). 'Job satisfaction and the good soldier: The relationship between affect and employee "citizenship"'. *Academy of Management Journal*, **26**, 587-595.

Bies, R.J. and Moag, J.S. (1986). 'Interactional justice: Communication criteria for fairness'. In B. Sheppard (Ed.), *Research on Negotiation in Organizations*, Vol 1, pp. 43-55. Greenwich, CT: JAI Press.

Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.

Bromley, D.G. and Busching, B.C. (1988). 'Understanding the structure of contractual and covenantal social relations: Implications for the sociology of religion'. *Sociological Analysis*, **49**, 15-32.

Buchanan, B. (1974). 'Building organizational commitment: The socialization of managers in work organizations'. *Administrative Science Quarterly*, **19**, 533-546.

Cook, J. and Wall, T. (1980). 'New work attitude measures of trust, organizational commitment and personal need non-fulfilment'. *Journal of Occupational Psychology*, **53**, 39-52.

Coyle-Shapiro, J. A-M. (1999). 'TQM and organizational change: A longitudinal study of the impact of a TQM intervention on work attitudes'. In Pasmore, W. A and Woodman, R.W. (Eds.), *Research on Organizational Change and Development*, Vol. 12, pp. 129-169. Greenwich, CT: JAI Press.

Coyle-Shapiro, J. A-M (2001). '*OCB: An Empirical Examination of the Contribution of Psychological Contracts'*. Paper presented at the 16th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, April.

Coyle-Shapiro, J. and Kessler, I. (2002). 'Reciprocity through the lens of the psychological contract: Employee and Employer perspectives'. *European Journal of Work and Organizational Psychology*, **11**, 1-18.

Crampton, S.M. and Wagner, J.A. (1994). 'Percept-percept inflation in microorganizational research: An investigation of prevalence and effect'. *Journal of Applied Psychology*, **79**, 67-76.

Eastman, K.K. (1994). 'In the eyes of the beholder: An attributional approach to ingratiation and organizational citizenship behaviour'. *Academy of Management Journal*, **37**, 1379-1391.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D., and Rhoades, L. (2001) 'Reciprocation of Perceived Organizational Support'. *Journal of Applied Psychology*, **86**, 42-51.

Eisenberger, R., Cummings, J., Armeli, S.,and Lynch, P. (1997). 'Perceived Organizational Support, discretionary treatment, and job satisfaction'. Journal of Applied Psychology, **82**, 812-820.

Eisenberger, R., Fasolo, P. and Davis-LaMastro, V. (1990). 'Perceived organizational support and employee diligence, commitment, and innovation'. *Journal of Applied Psychology*, **75**, 51-59.

Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). 'Perceived organizational support'. *Journal of Applied Psychology*, **71**, 500-507.

Elazar, D.J. (1980). 'The political theory of covenant: Biblical origins and modern developments'. *Publius*, **10**, 3-30.

Friedson, E. (2001) *Professionalism*, Cambridge: Polity

Gordon, W.I., Anderson, C.M. and Bruning, S.D. (1992). 'Employee perceptions of corporate partnership: An affective-moral quid pro quo'. *Employee Responsibilities and Rights Journal*, **5**, 75-85.

Gouldner, A.W. (1960). 'The norm of reciprocity'. *American Sociological Review*, **25**, 161-178.

Graham, J. (1991). 'An essay on organizational citizenship behavior'. *Employee Responsibilities and Rights Journal*, **4**, 249-270.

Graham, J. W. and Organ, D.W. (1993). 'Commitment and the covenantal organization'. *Journal of Managerial Issues*, **5**, 483-502.

Greenberg, J. (1990). 'Organizational justice: yesterday, today, and tomorrow'. *Journal of Management*, **16**, 399-432.

Greenberg, J. (1993). 'Justice and organizational citizenship behavior: A commentary on the state of the science'. *Employee Responsibilities and Rights Journal*, **6**, 249-256.

Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (1992). *Multivariate Data Analysis*. (3rd ed.). Macmillan: New York.

Huseman, R. C., Hatfield, J. D., & Miles, E. W. (1985). Test for individual perceptions of job equity: Some preliminary findings. *Perceptual and Motor Skills*, **61**, 1055-1064.

Huseman, R. C., Hatfield, J. D., & Miles, E. W. (1987). A new perspective on equity theory: The equity sensitivity construct. *Academy of Management Review*, **12**, 222-234.

Katz, D. (1964). 'The motivational basis of organizational behavior'. *Behavioral Science*, **9**, 131-133.

Katz, D. and Kahn, R. (1978). *The social psychology of organizations*. Wiley and Sons, New York.

Kaufman, J.D., Stamper, C.L. and Tesluk, P.E (1999). '*Organization and interpersonal-focused organizational citizenship behavior: Evidence for differential prediction*'. Paper presented at the annual meeting of the Academy of Management, Chicago.

Konovsky, M.A. and Cropanzano, R. (1991). 'Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance'. *Journal of Applied Psychology*, **76**, 698-707.

Konovsky, M.A. and Pugh, S.D. (1994). 'Citizenship and social exchange'. *Academy of Management Journal*, **37**, 656-669.

Lance, C.E., LaPointe, J.A. and Stewart, A.M. (1994). 'A test of the context dependency of three causal models of halo rating error'. *Journal of Applied Psychology*, **79**, 332-340.

Lind, E.A. and Tyler, T.R. (1988). *The social psychology of procedural justice*. New York: Plenum.

MacKenzie, S.B., Podsakoff, P.M. and Fetter, R. (1991). 'Organizational citizenship behavior and objective productivity as determinants of salespersons' performance'. *Organizational Behavior and Human Decision Processes*, **50**, 123-150.

Malatesta, R.M. and Byrne, Z.S. (1997). *The impact of formal and interactional procedures on organizational outcomes*. Paper presented at the 12th annual conference of the Society for Industrial and Organizational Psychology, St Louis.

McLean Parks, J. (1992). *The role of incomplete contracts and their governance in delinquency, in-role, and extra-role behaviors*. Paper presented at the annual meeting of the Society of Industrial and Organizational psychology, Montreal.

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., Blakely, G.L. and Niehoff, B.P. (1998). 'Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior?' *Academy of Management Journal*, **41**, 351-357.

Moorman, R.H., Niehoff, B.P. and Organ, D.W. (1993). 'Treating employees fairly and organizational citizenship behavior: Sorting out the effects of job satisfaction, organizational commitment, and procedural justice'. *Employee Responsibilities and Rights Journal*, **6**, 209-225.

Morgeson, F.P. (1999). *Understanding prosocial constructs in organizational behavior theory and research: Toward a role theory conceptualization*. Paper presented at the annual meeting of the Academy of Management, Chicago.

Morrison, E.W. (1994). 'Role definitions and organizational citizenship behavior: The importance of the employees' perspective'. *Academy of Management Journal*, **37**, 1543-1567.

Motowidlo, S.J., Packard, J.S. and Manning, M.R. (1986). 'Occupational stress: Its causes and consequences for job performance'. *Journal of Applied Psychology*, **71**, 618-629.

Mowday, R.T., Porter, L.W. and Steers, R.M (1982). *Employee-Organizational Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Academic Press: New York.

O'Reilly, C.A. and Chatman, J.A. (1996). 'Culture as social control: Corporations, cults and commitment'. In (Eds.) *Research in Organizational Behavior* (Vol 18, pp. 157-200). JAI Press.

Organ, D.W. (1977). A reappraisal and reinterpretation of the satisfaction-causes-performance hypothesis. *Academy of Management Review*, **2**, 46-53.

Organ, D.W. (1988). *Organizational citizenship behavior: The good soldier syndrome.* Lexington, MA: Lexington Books.

Organ, D.W. (1990). 'The motivational basis of organizational citizenship behavior'. In B.M. Staw & L.L. Cummings (Eds.), *Research in Organizational Behavior* Vol. 12, pp 43-72. Greenwich, CT: JAI Press.

Organ, D.W. (1997). 'Organizational citizenship behavior: It's construct clean-up time'. *Human Performance*, **10**, 85-97.

Organ, D.W. and Konovsky, M.A. (1989). 'Cognitive versus affective determinants of organizational citizenship behavior'. *Journal of Applied Psychology*, **74**, 157-164.

Organ, D.W. and Moorman, R.H. (1993). 'Fairness and organizational citizenship behavior: What are the connections?' *Social Justice Research*, **6**, 5-18.

Organ, D.W. and Paine, J.B. (1999). 'A new kind of performance for industrial and organizational psychology: recent contributions to the study of organizational citizenship behavior'. In Cooper, C.L. & I.T. Robertson (Eds.). *International Review of Industrial and Organizational Psychology* (Vol 14, pp. 337-368)

Organ, D.W. and Ryan, K. (1995). 'A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior'. *Personnel Psychology*, **48**, 775-802.

Parker, S.K., Wall, T.D. and Jackson, P.R. (1997). '"That's not my job": Developing flexible employee work orientations'. *Academy of Management Journal*, **40**, 899-929

Podsakoff, P.M., Ahearne, M. and MacKenzie, S.B. (1997). 'Organizational citizenship behavior and the quantity and quality of workgroup performance'. *Journal of Applied Psychology*, **82**, 262-270.

Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H. and Fetter, R. (1990). 'Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors'. *Leadership Quarterly*, **1**, 107-142.

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B. and Bachrach, D.G. (2000). 'Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research'. *Journal of Management*, **26**, 513-563.

Pond, S.B., Nacoste, R.W., Mohr, M.F. and Rodriguez, C.M. (1997). 'The measurement of organizational citizenship behavior: Are we assuming too much?' *Journal of Applied Social Psychology*, **27**, 1527-1544.

Porter, L.W., Steers, R.M., Mowday, R.T., & Boullian, P.V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, **59**, 603-609.

Putka, D.J and Vancouver, J.B. (2000). *Decomposing the variance in employees' engagement in OCB: A multi-level investigation.* Paper presented at the Annual meeting of the Academy of Management, Toronto.

Robinson, S.L., Kraatz, M.S. and Rousseau, D.M. (1994). 'Changing obligations and the psychological contract: A longitudinal study'. *Academy of Management Journal*, **47**, 137-152.

Robinson, S.L. and Morrison, E.W. (2000). 'The development of psychological contract breach and violation: a longitudinal study'. *Journal of Organizational Behavior*, **21**, 525-546.

Robinson, S.L., & Morrison, E.W. (1995). 'Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue'. *Journal of Organizational Behavior*, **16**, 289-298.

Skarlicki, D.P., Folger, R. and Tesluk, P. (1999) 'Personality as a moderator in the relationship between fairness and retaliation'. *Academy of Management Journal*, **42**, 100-108.

Smith, C.A., Organ, D.W. and Near, J.P. (1983). 'Organizational citizenship behavior: Its nature and antecedents'. *Journal of Applied Psychology*, **68**, 653-663.

Taylor, E.C. and Tepper, B.J. (1999). *Mediating and moderating effects of role definitions on relationships between organizational justice and organizational citizenship behavior.* Paper presented at the Annual Meeting of the Academy of Management, Chicago.

Van Dyne, L., Graham, J.W. and Dienesch, R.M. (1994). 'Organizational citizenship behavior: Construct redefinition, measurement and validation'. *Academy of Management*, **37**, 765-802.

Walz, S.M. and Niehoff, B.P. (1996) 'Organizational citizenship behaviors and their effect on organizational effectiveness in limited menu restaurants'. *Academy of Management Best paper Proceedings*, 307-311.

Wayne, S.J., Shore, L.M. and Liden, R.C. (1997). 'Perceived organizational support and leader-member exchange: A social exchange perspective'. *Academy of Management Journal*, **40**, 82-111.

TABLE 1
Results of factor analysis

	Factor					
Items	**1**	**2**	**3**	**4**	**5**	**6**
1.___ cares about my general satisfaction at work	**.73**	.21	.06	.10	.02	.13
2. ___ fails to appreciate any extra effort from me Ψ	**.70**	.10	.12	.03	.10	.19
3. ___ values my contributions to its well being	**.70**	.39	.17	.19	.12	.12
4. ___ is willing to help me when I need a special favor	**.69**	.24	.14	.04	.15	.07
5. ___ really cares about my well-being	**.61**	.40	.18	.27	.03	.18
6. ___ shows very little concern for me Ψ	**.60**	.36	.22	.18	.14	.09
7. ___ tries to make my job as interesting as possible	**.56**	.26	.13	.15	.00	.19
8. ___ strongly considers my goals and values	**.54**	.30	.22	.25	.10	.33
9. Help is available from ___ when I have a problem	**.54**	.25	.17	.39	-.11	.05
10. I feel myself to be part of ___	.18	**.76**	.15	.21	.15	.05
11. I feel a strong sense of belonging to ___	.29	**.75**	.09	.23	.17	.09
12. I am quite proud to tell people I work for ___	.27	**.74**	.09	.06	.01	.01
13. I would recommend a close friend to join ___	.28	**.65**	.18	.13	-.07	.09
14. I am willing to put myself out to help ___	.20	**.63**	-.04	-.18	.31	.16
15. I feel like 'part of the family' at___	.35	**.62**	.16	.21	.09	.09
16. In my work, I like to feel I am making some effort, not just for myself but for ___ as well	.41	**.44**	.22	-.05	-.16	.08
17. Gives me an opportunity to express my views	.19	.12	**.87**	.03	.10	.10
18. Is honest in his/her dealings with me	.17	.21	**.84**	.15	.04	.07
19. Treats everyone in a fair and consistent manner	.22	.14	**.83**	.08	.07	.13
20. ___ has fair procedures I can use to appeal decisions that affect me	.25	.11	.08	**.79**	.12	.09
21. ___ has fair procedures I can use to ensure my views are heard in decisions that affect me	.35	.21	.19	**.66**	.13	.21
22. Always attend monthly team briefings	.17	-.11	.22	.08	**.69**	.01
23. Frequently make suggestions to improve the work of ___	-.08	.15	.02	.04	**.68**	-.19
24. Participate in activities that are not required but that aim to help the image of ___	.18	.10	-.02	.01	**.66**	.15
25. Keep up with developments that are happening in ___	-.08	.26	.00	.35	**.55**	.15
26. The procedures to determine my salary increases are fair	.19	.12	-.05	-.01	.00	**.80**
27. The procedures to evaluate my performance are fair	.20	.14	.27	.22	.00	**.66**
28. The procedures to determine my promotion are fair	.31	.00	.34	.22	.05	**.54**
Eigenvalue	10.29	2.02	1.84	1.48	1.07	1.00
Percentage of variance explained	36.8	7.2	6.6	5.3	3.8	3.6

Ψ Reversed scored __ name of organization. Items 1-9 Perceived Organizational Support, 10-16 Organizational Commitment, 17-19 Interactional Justice, 20-21 Procedural Justice (voice), 22-25 OCB and 26-28 Procedural Justice

TABLE 2
Descriptive statistics and intercorrelations of main study variables

	Mean	S.D	1	2	3	4	5	6	7	8	9
1. Gender	0.77	0.42									
2. Work status	0.64	0.48	-.26								
3. Trade union membership	0.52	0.50	-.02	.22							
4. Organizational tenure	10.12	7.76	.01	-.07	.31						
5. Procedural justice	3.83	0.89	.01	-.03	-.01	.01	(.73)				
6. Interactional justice	4.97	1.49	.02	-.04	-.07	-.03	.46	(.89)			
7. Mutual commitment	3.96	1.00	-.06	-.09	-.16	-.06	.62	.46	(.93)		
8. Job breath	2.72	1.07	.03	.08	.09	.08	.14	.05	.18	--	
9. OCB	4.45	0.98	-.05	.15	.13	.04	.26	.20	.28	.39	(.69)

Correlations > .14 are statistically significant at p< .01. Correlations > .10 are statistically significant at p< .05.

TABLE 3

Results of hierarchical regression analyses[A]

Variables and steps	Mutual commitment		Organizational Citizenship Behaviour		
	Step 1	Step 2	Step 1	Step 2	Step 3
Step 1					
Gender (0=M, 1=F)	-.10**	-.09*	-.02ns	-.02ns	.00ns
Trade union membership (1=member)	-.14**	-.10**	.09ns	.10*	.13**
Work status (0= p/t, 1=f/t)	-.09*	-.07ns	.12*	.13**	.15**
Organizational tenure	-.03ns	-.3ns	.02ns	.04ns	.03ns
Step 2					
Procedural justice		.50**	---	.20**	.09ns
Interactional justice		.24**	---	.12*	.06ns
Step 3					
Mutual commitment	---	---	---	---	.22**
F	4.18**	54.37**	3.35	8.01**	8.75**
Change in F	4.18**	148.27**	3.35**	16.76**	11.87**
Change in R^2	.04	.42	.03	.08	.03
Adjusted R^2	.03	.45	.02	.10	.12
df	4,382	6,380	4,382	6,380	7,379
Change in R^2 when steps 2 & 3 reversed	---	---	---	.01	.09
Change in F when steps 2 & 3 reversed	---	---	---	2.47ns	41.09**

** significant at .01 level

* Significant at .05 level

[A] Beta coefficients are reported in columns

N=387

TABLE 4

Independent t-tests comparing difference in behavior as a function of job definition

Citizenship behavior items	Percentage of sample defining behavior as in-role	Mean behavior when defined as in-role	Mean behavior when defined as extra-role
1. Making suggestions to improve work of department	91%	5.16	4.37**
2. Always attend monthly team meetings	75%	4.60	2.65**
3. Keep up with developments that are happening in ___	66%	4.61	3.45**
4. Participate in activities that help the image of ___	72%	4.95	4.24**

** Significant at .01 level

___ Name of organization

TABLE 5

Results of hierarchical regression analyses[A]

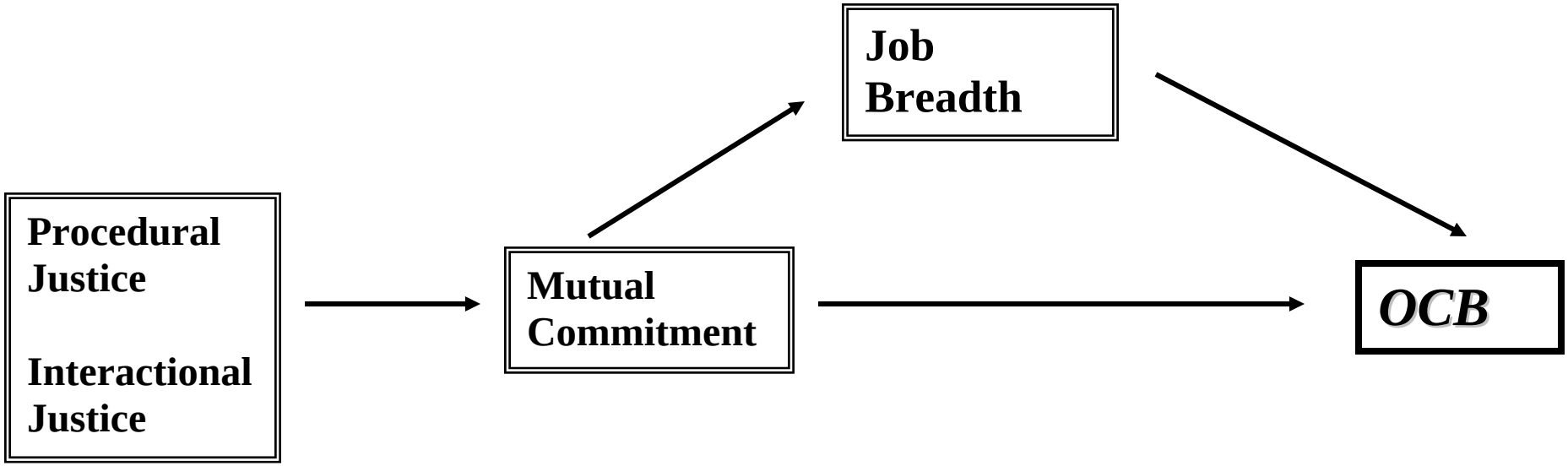
	Job Breadth			Organizational Citizenship Behaviour			
Variables and steps	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 4
Step 1							
Gender (0=M, 1=F)	.03ns	.03ns	.06ns	-.03ns	-.02ns	.00ns	-.02ns
Work status (0=p/t, 1=f/t)	.07ns	.07ns	.09ns	.12*	.13*	.15**	.12*
Trade union membership (1=member)	.05ns	.05ns	.08ns	.09ns	10*	.13**	.11*
Organizational tenure	.07ns	.07ns	.07ns	.02	.04	.03	.00
Step 2							
Procedural justice	---	.13**	.02ns	---	.20**	.09	.08ns
Interactional justice	---	-.01ns	-.06ns	---	.12*	.06	.07ns
Step 3							
Mutual commitment	---	---	.22**	---	---	.22**	.15**
Step 4							
Job Breadth	---	---	---	---	---	---	.32**
F	1.59ns	2.20*	3.52**	3.32**	8.01**	8.75**	14.71**
Change in F	1.59ns	3.39*	11.05	3.32**	16.49	12.35**	48.82**
Change in R^2	.01	.01	.03	.03	.07	.03	.10
Adjusted R^2	.00	.02	.04	.02	.10	.12	.22
df	4,379	6,377	7, 376	4,379	6,380	7,379	8,375
Change in R^2 for reversing steps 2 & 3	---	.00	.04	---	---	---	---
Change in F for reversing steps 2 & 3	---	.52ns	17.01**	---	---		
Change in R^2 for reversing steps 3 & 4	---	---	---	---	---	.02	.11
Change in F for reversing steps 3 & 4	---	---	---	---	---	12.35**	55.73**

** Significant at .01 level * Significant at .05 level + significant at .10 level

[A] Beta coefficients are reported in column

N=387

Figure 1


Job Breadth
Procedural Justice
Interactional Justice
Mutual Commitment
OCB