



Dispositional and situational differences in motives to engage in citizenship behavior



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ABSTRACT

This study analyzes how prosocial values, organizational concern, and impression management motives to engage in OCB relate to dispositional and situational factors beyond major personality constructs. The sample consists of 192 employees in 15 service organizations in Chile. The results show that organizational concern and prosocial values, as good soldier motives, increase when individuals are more affectively committed to their organizations and decrease when they have a more external perceived locus of control and a higher power distance orientation in their relationship with their managers. Impression management, as a good actor motive, increases when individuals have a more external perceived locus of control and a higher power distance orientation in their relationship with their managers. These findings suggest that dispositional differences, together with the attachment that employees feel toward the organization, affect employees' motives to engage in OCB. This study also provides directions for future research and managerial implications.

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1. Introduction

Discretionary behavior and, in particular, organizational citizenship behavior (OCB) is one of the most studied types of performance-related behavior in the organizational behavior field (Marinova, Moon, & Van Dyne, 2010). Organ (1988, p. 4) defines OCB as an "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." Most research on OCB and discretionary behavior focuses on the antecedents of such behavior. These studies follow one of two different perspectives: a social exchange perspective or a functional approach to behavior (Spitzmuller & Van Dyne, 2013). The first perspective is the most popular (e.g., Tekleab & Chiaburu, 2011; Tse & Chiu, 2014) and suggests that employees engage in OCB to reciprocate positive treatment received from co-workers, supervisors, or the organization (Spitzmuller & Van Dyne, 2013). The second perspective views OCB as a type of proactive behavior (Penner, Midili, & Kegelmeyer, 1997). According to this view, individuals choose to engage in OCB to meet certain needs or to satisfy one or more motives. Thus, some scholars are adopting a functional approach to studying OCB.

The functional approach to behavior (Snyder, 1993) focuses on the purpose behind behavior. The assumption behind this approach is that a person's goals and needs motivate human behavior. However, different people may have different motives to engage in the same behavior, and

multiple motives may foster the same behavior. Prior researchers on OCB assume that employees that engage in OCB are good soldiers because of other-serving or selfless motivations (Organ, 1988; Organ & Ryan, 1995). Bolino (1999) is the first scholar to acknowledge that employees may engage in OCB because of non-selfless or self-serving motives. Bolino (1999) proposes that some employees might simply be good actors (instead of good soldiers) and may engage in OCB because of impression management motives (i.e., a desire for extrinsic rewards). Building on Bolino and on more traditional approaches to OCB, Rioux and Penner (2001) develop a citizenship motives scale (CMS). Rioux and Penner identify three motives as antecedents of OCB: prosocial values, organizational concern, and impression management. Prosocial values and organizational concern represent traditional good soldier motives, and impression management represents a good actor motive.

Chen, Lin, Tung, and Ko (2008) note that research on OCB motives is lacking and call for research to solve the puzzle of OCB-related motives. In answering this call for research, Bourdage, Lee, Lee, and Shin (2012) study the relationship between the six traits included in the HEXACO model of personality (Ashton & Lee, 2007) and the three OCB motives in Rioux and Penner's (2001) scale. Bourdage et al.'s results show that openness to experience, conscientiousness, and extraversion has a positive effect on prosocial values motives; that conscientiousness and agreeableness have a positive effect on organizational concern motives; that conscientiousness has a positive effect and that honesty/humility has a negative effect on impression management motives. Their study provides initial evidence elucidating motives to engage in OCB. In particular, they show that major personality constructs underlie both good soldier and good actor motives to engage in OCB.

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Rioux and Penner (2001) discuss whether the three motives in the CMS represent enduring dispositions or transitory reactions to organizational practices. Based on their suggestions, we associate these motives with not only personality characteristics but also more situational variables that depend on organizational practices, such as affective commitment. The present study contributes to the literature on OCB and discretionary behavior by providing a deeper understanding of the motives to engage in OCB, as suggested by Rioux and Penner (2001). This study focuses on dispositional characteristics beyond traditional personality dimensions and on situational aspects and examines their relationship with OCB motives. In particular, this study analyzes how locus of control, power distance orientation, and affective commitment relate to prosocial values, organizational concern, and impression management motives to engage in OCB. The hypothesized relationships that are tested in this study appear in Fig. 1.

2. Literature review and hypotheses

2.1. Antecedents of good soldier motives to engage in OCB

Although prosocial values and organizational concern are different motives, they both are very closely related to each other. In fact, both motives display a significant positive statistical correlation. Seven independent samples show significant correlations between these motives that range from .24 to .68 (Bourdage et al., 2012; Finkelstein, 2006; Finkelstein & Penner, 2004; Grant & Mayer, 2009; Kim, Van Dyne, Kamdar, & Johnson, 2013, studies 1 and 2; Rioux & Penner, 2001). Both motives are also closely related for theoretical reasons. Following the work of Perez-Lopez (1991, 1993) and Cardona, Lawrence, and Espejo (2003), Espejo (2011) proposes a four-category typology of work motivation to classify different forms of motivation. To propose this typology, he considers two dimensions, namely, perceived locus of causality (Deci & Ryan, 1985) and perceived locus of consequence (Cardona et al., 2003), both of which could be external or internal. Espejo (2011) proposes that motives could be intrinsic, extrinsic, institutional, or altruistic. Altruistic motives are characterized by an internal locus of causality and an external locus of consequence. Altruistic motives appeal to the benefits that an individual expects others to experience as a consequence of their behavior. Thus, organizational concern and prosocial values are both altruistic motives. Although the recipients of behavior motivated by prosocial values and organizational concern motives differ, both motives are aimed to appeal to the benefits that the individual expects others (the organization or other people) to experience as a consequence of the behavior. Recipients of behavior motivated by prosocial values are other people, and recipients of behavior

motivated by organizational concern are organizations. Owing to their similarity, research suggests that these motives may have common antecedents.

One of these possible common antecedents is affective commitment. Employees who feel committed to their organization may put forth extra effort in favor of the organization and/or the people within it in the form of OCB (Organ & Ryan, 1995). Affective commitment refers to identification with, involvement in, and emotional attachment to the organization (Allen & Meyer, 1996). In the OCB literature, several studies show a positive relationship between affective commitment and OCB (Escribano & Espejo, 2010; LePine, Erez, & Johnson, 2002; Tekleab & Chiaburu, 2011). As Organ and Ryan (1995) state, employees who are high in affective commitment put forth extra effort to the benefit of their organization and/or the people within it by engaging in OCB. Thus, employees that engage in OCB could be motivated by a desire to build positive relations with others (prosocial values) and/or a desire to help the organization do well (organizational concern).

Thus, this study proposes the following hypothesis.

H1. Affective commitment relates positively to (a) prosocial values motives for engaging in OCB and (b) organizational concern motives for engaging in OCB.

Another possible common antecedent of prosocial values and organizational concern motives is locus of control—the extent to which people believe that they have control over their own fate. On the one hand, individuals with an internal locus of control believe that the consequences of their behavior result from their own acts. On the other hand, individuals with an external locus of control see the events of their life as the result of circumstances outside their control, such as luck or destiny. Individuals with an internal locus of control shape their own destiny, whereas individuals with an external locus of control live at destiny's expense (Paulhus, 1983; Rotter, 1966).

Meta-analytical findings show significant positive correlations between internal locus of control and various forms of intrinsic motivation, such as intrinsic task motivation, job involvement, self-development, self-efficacy, and psychological empowerment (Ng, Sorensen, & Eby, 2006). Taken together, these results suggest that internal locus of control predicts motives that arise from the self. According to Espejo (2011), two types of motives arise from the self: (1) intrinsic motives (motivations characterized by an internal locus of causality and an internal locus of consequence) and altruistic motives (motivations characterized by an internal locus of causality and an external locus of consequence). Prosocial values and organizational concern are altruistic motives, and therefore, both arise from the self and benefit a recipient that differs from the one that engages in the behavior. Given that an internal locus of control is positively related to motives that arise from the self, an external locus of control might have a negative effect on such motives.

Thus, this study proposes the following hypothesis.

H2. External locus of control relates negatively to (a) prosocial values motives for engaging in OCB and (b) organizational concern motives for engaging in OCB.

2.2. Antecedents of the good actor motives to engage in OCB

Impression management often refers to the process by which people try to influence the image that others have on them (Wayne & Liden, 1995). Finkelstein and Penner (2004) conceptualize impression management as a desire for extrinsic rewards and identify two categories for extrinsic rewards: interpersonal rewards (i.e., the desire for interpersonal rewards bestowed by other individuals) and organizational rewards (i.e., the desire for tangible rewards bestowed by the organization). This conceptualization of impression management is consistent with Bolino's (1999) view of employees engaging in OCB as good actors and not good soldiers. Thus, this line of research suggests that

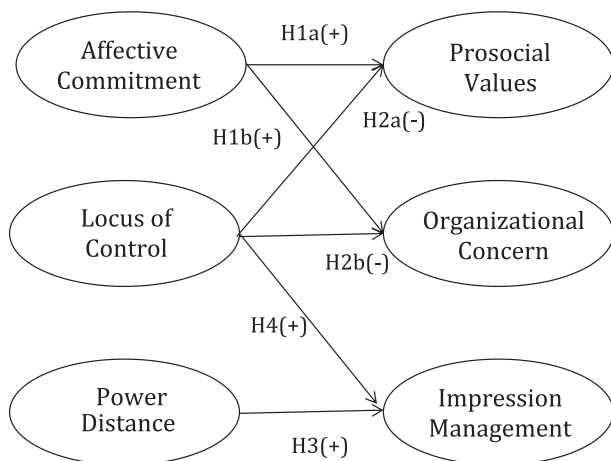


Fig. 1. Theoretical model outlining the role of dispositional and situational characteristics in motives to engage in OCB.

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