

RESEARCH REPORT

Too Many Motives? The Interactive Effects of Multiple Motives on Organizational Citizenship Behavior

Riki Takeuchi
Hong Kong University of Science & Technology

Mark C. Bolino
University of Oklahoma

Cheng-Chen Lin
National Pingtung University of Science and Technology

Prior research indicates that employees engage in organizational citizenship behaviors (OCBs) because of prosocial values, organizational concern, and impression management motives. Building upon and extending prior research, we investigate all 3 OCB motives by developing a categorization scheme to differentiate their distinctiveness and by building a contextualized argument regarding their interactive effects on OCB in a more collectivistic culture. In a sample of 379 Chinese employee–supervisor dyads from Taiwan, we found that the relationship between prosocial values motives and OCBs directed at individuals was strengthened by organizational concern motives; likewise, the relationship between organizational concern and OCBs directed at the organization was strengthened by prosocial values motives. However, in contrast to prior research (Grant & Mayer, 2009), the relationship between prosocial values motives and OCBs directed at individuals was weakened by impression management motives. A 3-way interaction between all 3 motives further suggests that, in Asian cultures, impression management motives may undermine the positive effects of prosocial values and organizational concern motives on OCBs directed at individuals but not OCBs directed at the organization.

Keywords: OCB motives, moderating effects, cross-cultural, multifoci view, Taiwanese

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Organizational citizenship behavior (OCB), defined as employee behavior that is relatively discretionary and contributes to the “maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91), is considered vital to an organization’s performance and long-term viability. Given the importance of citizenship behavior, a great deal of research has sought to understand its antecedents (for meta-analyses of this work, see Ilies, Nahrgang, & Morgeson, 2007; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). While this work has often emphasized the role of social exchange as a determinant of OCB, more recently research-

ers have focused on understanding how citizenship motives may play a role in the occurrence of OCB (e.g., Bolino, 1999; Bolino, Harvey, & Bachrach, 2012; Grant & Mayer, 2009; Kim, Van Dyne, Kamdar, & Johnson, 2013).

In particular, Rioux and Penner (2001) identified three key motives that account for OCB: *Prosocial values* (PV) motives describe an employee’s desire to help and connect with others; *organizational concern* (OC) motives describe an employee’s desire to help and be fully involved with the organization; and *impression management* (IM) motives describe an employee’s desire to be seen positively and to avoid being seen negatively. Rioux and Penner found that PV motives were most strongly related to supervisor-rated OCB in the form of altruism and to peer-rated OCB in the form of altruism and civic virtue; OC motives were most strongly related to supervisor-rated OCB in the form of conscientiousness, civic virtue, and sportsmanship and to peer-rated OCB in the form of civic virtue and sportsmanship. However, the effects of IM motives were less clear, and thus, Rioux and Penner called for additional research that might understand the implications of IM motives, particularly in conjunction with other motives. Answering this call, Grant and Mayer (2009) investigated PV and IM motives as interactive predictors of interpersonal OCBs. Arguing that employees may be driven by both “good soldier” (i.e., PV) and “good actor” (i.e., IM) motives, they found that IM motives strengthened the relationship between PV motives and

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Riki Takeuchi, Department of Management, Hong Kong University of Science & Technology; Mark C. Bolino, Division of Management and Entrepreneurship, University of Oklahoma; Cheng-Chen Lin, Department of Management, National Pingtung University of Science and Technology.

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Correspondence concerning this article should be addressed to Riki Takeuchi, Department of Management, Hong Kong University of Science & Technology, Clear Water Bay, Kowloon, Hong Kong SAR. E-mail: mnrikit@ust.hk

helping, courtesy, and individual initiative (Grant & Mayer, 2009, p. 900). However, IM motives did not moderate the relationship between PV and voice (a challenging form of OCB that involves speaking out against the status quo).

Taken together, the findings of Rioux and Penner (2001) and Grant and Mayer (2009) provide significant insights into the link between citizenship motives and OCB; however, our understanding of this relationship is incomplete in at least three important ways. First, while Rioux and Penner focused on the main effects of all three citizenship motives, they did not examine their interactive effects. Second and related, although Grant and Mayer investigated the interactive effects of PV and IM motives, they did not examine the interactive effects of all three motives. Given that Rioux and Penner identified OC as a key motive underlying OCB, it is important to understand how this motive interacts with other citizenship motives. Finally, whereas Grant and Mayer emphasized the ways in which IM motives enhance the effects of PV motives, we draw on cross-cultural research to explain how IM motives may diminish the effects of PV and OC motives on OCBs in cultures where standing out and looking good to others may be considered undignified or shallow. Given that organizations are increasingly involved in global activities or affected by the global economy (Leung, Bhagat, Buchan, Erez, & Gibson, 2005), it is important to understand how citizenship motives may affect OCB in a non-Western setting. For this reason, we developed a conceptual argument for and examined our hypotheses with multi-source data collected from a sample of 379 Chinese employees in Taiwan. In summary, then, our study builds upon prior research by considering the interactive effects of all three citizenship motives in a non-U.S. setting.

Overview of Citizenship Motives and OCB

The functional approach to human behavior is the foundation for understanding the citizenship motives identified by Rioux and Penner (2001). According to this approach, one must consider the underlying purpose or purposes that motivate people to engage in certain behaviors (Penner, Midili, & Kegelmeyer, 1997). Building further upon this work, Rioux and Penner identified three citizenship motives (i.e., PV, OC, and IM) and developed and validated a measure of these motives; however, they found evidence for the direct effects associated with only PV and OC motives with regard to the occurrence of OCB.

Williams and Anderson (1991) argued that OCB can be differentiated based on the beneficiary or target, and their conceptualization and measure of OCB is widely used in the literature (Organ, Podsakoff, & MacKenzie, 2006; Podsakoff, Whiting, Podsakoff, & Blume, 2009). OCBI describes behaviors that tend to directly benefit other individuals and indirectly benefit the organization (e.g., helping co-workers with heavy workloads, taking an interest in the well-being of other employees), and OCBO describes behaviors that generally benefit the organization at large (e.g., adhering to informal organizational rules, giving advance notice when unable to come to work; Organ et al., 2006; Williams & Anderson, 1991). This focus on the target (individuals vs. organization) of OCB can also be applied and extended to categorize OCB motives. While Rioux and Penner (2001) did not necessarily provide an organizing scheme in their original theorizing, we can first apply a multifoci lens (cf. Maslyn & Fedor, 1998; Rupp & Cropanzano, 2002; Rupp, Shao, Jones, & Liao, 2014) to classify the three OCB motives into individually focused (PV and

IM) and organizationally focused (OC) motives. Furthermore, other-orientation (vs. self-orientation) theory (Meglino & Korsgaard, 2004) can be applied to OCB motives (other-orientation: PV and OC motives; self-orientation: IM motives). Based on this new classification scheme, we developed a conceptual model and associated hypotheses, which are described below and depicted in Figure 1.

Other-Oriented Citizenship Motives and OCB

Bolino et al. (2012) suggested that employees motivated by prosocial values tend to be more relationally oriented and to engage in OCBs that help other individuals (OCBIs), while employees motivated by organizational concern tend to have a collective self-concept and to focus more on OCBs that more directly benefit the organization (OCBOs). This argument is consistent with the findings of Rioux and Penner (2001), who found that PV motives correspond most closely with altruism (an OCBI) and that OC motives are most strongly related to conscientiousness (an OCBO). This is also consistent with the compatibility principle (Ajzen & Fishbein, 1977; Harrison, Newman, & Roth, 2006) as well as the multifoci approach (Maslyn & Fedor, 1998; Rupp et al., 2014), which suggest that stronger relationships should be found between variables that are highly compatible or share similar foci/targets. Thus, employees who are motivated to help others will tend to engage in higher levels of OCBI, and employees who are motivated to help the organization will engage in higher levels of OCBO.

Hypothesis 1: (a) PV motives are positively associated with OCBI, and (b) OC motives are positively associated with OCBO.

In collectivistic societies like Taiwan, people are more interdependent than those from individualistic societies (Hofstede, 2001). Thus, in such societies, individuals care more about their group well-being than their own, emphasize relationships with important others, and perceive collective goals as a priority (Earley, 1994). Strong group cohesion and cooperation exist in highly collectivistic cultures, which protects individuals in exchange for unquestioned loyalty throughout people's lifetime (Hofstede, 1991). Consequently, those from a collectivistic society, on average, are more likely to emphasize group well-being and motives than would those from individualistic societies. As noted earlier, employees who are motivated by either PV or OC motives are more likely to be concerned about others (Meglino & Korsgaard, 2004). Further, research on collectivism has suggested that this sense of interdependence may not extend only to other individuals but also to one's organization (Kirkman & Shapiro, 2001); indeed, collectivists often conceptualize their organization as part of their ingroup (House, Hanges, Javidan, Dorfman, & Gupta, 2004). As such, we expected that employees driven by PV motives would also engage in OCBO and that those motivated by organizational concern would engage in OCBI as well.

Hypothesis 2: (a) OC motives are positively associated with OCBI, and (b) PV motives are positively associated with OCBO.

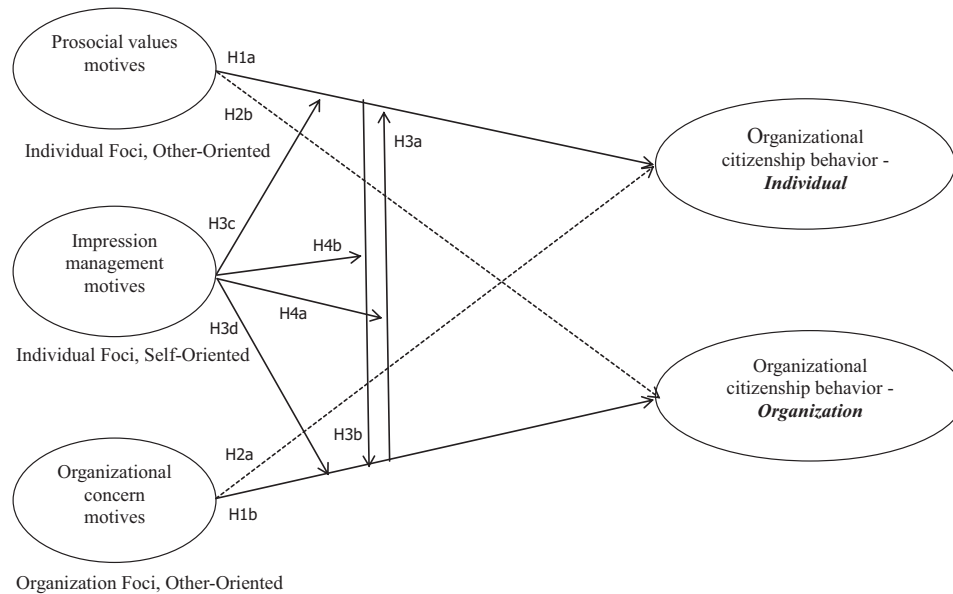


Figure 1. Conceptualization of organizational citizenship behavior motives based on multifoci and orientation views. H = hypothesis.

The Synergistic Effects of PV and OC Motives and Suppressive Effects of IM Motives

Rioux and Penner (2001) argued that PV and OC motives are similar in that they are both other-oriented motives. That is, for both motives, the goal of such behavior is to benefit others—either another individual (in the case of OCBI) or the organization (in the case of OCBO). As such, Rioux and Penner argued that both of these motives reflect an employee's underlying values and desire to help others. Not surprisingly, then, the few studies that have investigated all three motives have typically found that the correlation between PV and OC motives tends to be higher than the correlation between those motives and IM motives.¹

Given that PV and OC motives are both focused on others' well-being (cf. Meglino & Korsgaard, 2004), they should reinforce each other such that employees who are driven by PV motives realize that OCBI also benefits the organization and that those motivated by OC will anticipate that their colleagues indirectly benefit as a result of OCBO. Such realizations should be especially true among collectivists. For this reason, we expected that the two complementary, other-oriented motives would strengthen the main effects described in Hypotheses 1. That is, OC motives would strengthen the positive relationship between PV motives and OCBI, and PV motives would strengthen the positive relationship between OC motives and OCBO. However, when one citizenship motive is inconsistent with the other, the effect on OCB will be weakened. Accordingly, the positive relationship between PV motives and OCBI will be weaker when OC motives are low, and the positive relationship between OC motives and OCBO will be weaker when PV motives are low.

Hypothesis 3: (a) OC motives interact with PV motives such that the positive relationship between PV motives and OCBI is stronger when OC motives are high, and (b) PV motives interact with OC motives such that the positive relationship

between OC motives and OCBO is stronger when PV motives are high.

Although Grant and Mayer (2009) found that IM motives strengthen the positive relationship between PV motives and OCB and present compelling evidence of this effect, we expected that being a good citizen (PV motives) and a good actor (IM motives) would not exhibit the same effect in a more collectivist culture. Indeed, in collectivist societies, there are proverbs and sayings that cast doubt on the type of interactive effect that Grant and Mayer found with regard to PV and IM motives. For instance, in Japanese, a famous proverb states, "The nail that sticks out gets hammered" (出る釘は打たれる). Similarly, in Chinese, there is a saying that "a bird in the lead is always shot down" (槍打出頭鳥). These sayings illustrate the potential negative impact of trying to stand out and impress others by appearing like a more dedicated employee, which in essence amounts to making one's colleagues look less dedicated in contrast. In collectivist cultures like Taiwan, then, employees who have high PV/OC (other-oriented) motives are likely to feel conflicted about engaging in OCBs owing to IM (self-oriented) motives. As such, it is expected that IM motives will undermine, rather than enhance, the positive effects of PV motives and OC motives on OCBI and OCBO.

Hypothesis 3: (c) IM motives interact with PV motives such that the positive relationship between PV motives and OCBI become weaker when IM motives are high, and (d) IM motives interact with OC motives such that the positive relation-

¹ For instance, Rioux and Penner (2001) reported correlations of .57 between PV and OC motives, while their correlations with IM motives were .34 and .31, respectively. Similarly, Grant and Mayer (2009) found a correlation of .68 between PV motives and OC motives, but the correlations between IM motives and PV motives and between IM motives and OC motives were only .11 and .06, respectively.

ship between OC motives and OCBO become weaker when IM motives are high.

The Three-Way Interaction of PV, OC, and IM Motives

As noted earlier, previous research has yet to explore the interactive effects of all three citizenship motives on OCB. Thus far, we have argued that in a collectivistic society, PV and OC motives tend to work together to increase the frequency of OCB, while IM motives have a tendency to undermine the occurrence of OCB. For this reason, we expected a three-way interaction between all three motives such that the highest levels of OCBI and OCBO would occur when PV and OC motives are high and IM motives are low; furthermore, the lowest levels of OCBI and OCBO would occur when PV and OC motives are low and IM motives are high. It is less clear, however, if the synergistic effects of complementary (i.e., PV and OC) motives will outweigh the suppressive effects of IM motives. Given the collectivistic context of our study, though, it was expected that the opportunity to help others (i.e., high levels of PV and OC motives) would play a larger role in fueling OCB than IM motives would play in undermining it.

Hypothesis 4: There is a three-way interaction of PV motives, OC motives, and IM motives in predicting (a) OCBI and (b) OCBO, such that the highest levels of OCB occur when PV and OC motives are high and IM motives are low and the lowest levels of OCB occur when PV and OC motives are low and IM motives are high.

Method

Sample and Procedure

Employees of 13 financial institutions in a city in southern Taiwan were invited to participate in this study. With the assistance of the heads of the firms' human resources departments as survey coordinators, a sample of 520 supervisor-subordinate pairs was assembled. Questionnaires were distributed to subordinates and their immediate supervisors. Each of the 1,040 surveys was then administered personally by one of the authors during supervisors' and employees' free time. The employee survey had a code that could be used to match it with that of the corresponding supervisor. Confidentiality of the responses was assured. Upon completion, each respondent sealed the survey in an envelope provided and returned it directly to the researcher. After matching the supervisor and subordinate surveys, 379 pairs of matching surveys (for a total of 758) were collected for an overall response rate of 72.9%. No supervisor was matched with more than one employee; thus, all of the observations are independent with regard to supervisor.

The sample size for the demographic descriptives varies due to missing responses. For the employee respondents, 55.4% were women ($N = 377$), 34.0% were married ($N = 373$), and 73.2% had earned at least a bachelor's degree ($N = 376$). The average age was 30.42 years ($SD = 8.53$, $N = 363$), and the average length of time working with the current supervisor was 2.41 years ($SD = 2.94$, $N = 369$). Among supervisors, 54.12% were women ($N = 364$), 57.1% were married ($N = 357$), and 72.2% had earned at least a

bachelor's degree ($N = 366$). The average age of the supervisors was 35.3 years ($SD = 9.61$, $N = 352$), and their average organizational tenure was 6.88 years ($SD = 7.05$, $N = 354$).

Survey Translation Procedure

The importance and difficulty of developing appropriate systems of measurement across cultures has been generally recognized (e.g., Brislin, 1980; Lonner, 1990). With this in mind, extra care was taken to ensure that the selected items were phrased in language that would be familiar and meaningful for Chinese employees (Lonner, 1990). Specifically, we followed the procedures recommended by Brislin (1980) for survey translations. One of the researchers, who is fluent in Chinese, assembled the survey questions in English and translated them into Chinese. The other researcher and a Chinese faculty colleague, who teaches human resource management and who is proficient in English, improved the translation through an iterative process in which any discrepancies between the English and Chinese versions were identified and addressed. To validate the translation, two Chinese persons not involved in the study read through the Chinese version to test its readability and ease of comprehension. Any concerns were noted and addressed. As a final check, a third Chinese native translated the survey back into English, and both versions were compared for any discrepancies; none was detected.

Measures

Citizenship motives. The three different motives for engaging in OCB were measured using Rioux and Penner's (2001) 30-item Citizenship Motives Scale. Each motive was measured with 10 items. "Because it is easy for me to be helpful" and "Because I feel it is important to help those in need" are examples of items measuring PV motives. Sample items capturing OC motives are "Because I have a genuine interest in my work" and "Because I want to be a well-informed employee." Finally, "Because I fear appearing irresponsible" and "Because rewards are important to me" illustrate items used to assess IM motives. Following Rioux and Penner, we asked the participants to rate how important each motive was in their decision to perform acts of citizenship at work. Employees responded using a 5-point scale ranging from 1 (*not at all important*) to 5 (*extremely important*). Cronbach's alpha was .93 for PV motives, .88 for OC motives, and .73 for IM motives.

Organizational citizenship behavior. To avoid common method and social desirability bias, supervisors rated subordinates' OCB. We used the seven-item OCBI and OCBO scales from Williams and Anderson (1991). A sample item for OCBI was "Helps others who have heavy workloads," and a sample item for OCBO was "Gives advance notice when unable to come to work." Supervisors responded using a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Cronbach's alphas were 0.79 and 0.80, respectively.

Data Analysis

Prior to conducting our analyses, confirmatory factor analysis (CFA) with maximum-likelihood estimation was used to examine the Citizenship Motives and OCB scales. We specified a five-factor model to reflect the three motives and two types of OCB.

Given that the factor structure of relatively lengthy scales can be difficult to confirm (Floyd & Widaman, 1995), we created parcels of items (including two or three items each for the OCB subscales and three or four each for the motives subscales) to serve as indicators for the five factors. Each parcel was constrained to load onto the latent construct without any error covariance. The model fit indices indicated reasonable fit, $\chi^2 = 360.71$, $df = 80$, $p \leq .001$; comparative fit index (CFI) = .90; root-mean-square error of approximation (RMSEA) = .10, and standardized root-mean residual (SRMR) = .09.²

In order to assess discriminant validity, we compared the fit of the five-factor model with the fit of a variety of alternative models, and in each instance, the five-factor model provided significantly better fit. For instance, the fit indices associated with a one-factor model were as follows: $\chi^2 = 1,084.13$, $df = 90$; CFI = .63, RMSEA = .17, SRMR = .11. The fit indices for a four-factor model, in which OCB was modeled as a single factor, were as follows: $\chi^2 = 460.88$, $df = 84$; CFI = .63, RMSEA = .11, SRMR = .09. A three-factor model, in which PV and OC motives were modeled as a single factor and OCB was modeled as a single factor, yielded the following fit statistics: $\chi^2 = 914.53$, $df = 87$; CFI = 0.69, SRMR = 0.11. Thus, the factors were distinct.

Hierarchical regression was used to test the hypotheses. Before these analyses, the substantive variables (PV, IM, and OC motives) were subjected to a z-score transformation before creating the interaction terms (Cohen & Cohen, 1983) to reduce multicollinearity. We present the results without any controls, as inclusion of control variables can lead to less-accurate interpretation of the results (Spector & Brannick, 2011). We also ran several supplemental analyses, including demographic variables (gender, marital status, and supervisor organizational tenure), and justice (procedural, distributive, and interactional), which can be found in the online supplemental materials. Given that significant intercorrelation was evident among the variables, multicollinearity was further investigated using variance inflation factors (VIFs). The maximum VIF obtained in any of the models for substantive variables (largest = 1.95) was substantially below the rule-of-thumb cutoff of 10 for regression models (Ryan, 1997). Therefore, multicollinearity was not considered problematic.

Results

Means, standard deviations, and correlations of the variables are shown in Table 1. The correlations for all of the substantive variables were positive and significant, as expected. The three citizenship motives were positively interrelated, with the highest correlation between PV and OC motives ($r = .54$, $p \leq .01$); the three citizenship motives were all significantly correlated with both OCBI and OCBO as well.

Tables 2 shows the results of the hierarchical regression analysis for OCBI that were used to test Hypotheses 1a, 2a, 3a, and 4a, while Table 3 shows the results for OCBO that were used to assess Hypotheses 1b, 2b, 3b, and 4b. Each table reports the unstandardized coefficients (*bs*), standard errors (*SE*), standardized beta coefficients (β s), and *t* values associated with each step. Hypothesis 1a proposed a positive relationship between PV motives and OCBI. When entered in the first step, PV motives explained 20% variance in OCBI, $F = 94.62$, $p \leq .01$; moreover, the main effect of PV motives remained significant

and positive, even after including the other two motives and all of the interactions, thereby providing consistent support for Hypothesis 1a. Hypothesis 1b proposed a positive relationship between OC motives and OCBO. As shown in Table 3, when entered in the first step, OC motives explained 24% variance in OCBO, $F = 124.44$, $p \leq .01$. Further, the effect of OC motives remained significant and positive, even after including the other two motives and all of the interactions; thus, the results also provide consistent support for Hypothesis 1b.

Hypothesis 2a proposed that OC motives are positively associated with OCBI and PV motives are positively associated with OCBO. As shown in Table 2, OC motives were consistently related to OCBI in each step of the model; likewise, as shown in Table 3, PV motives were consistently associated with OCBO. Therefore, Hypotheses 2a and 2b are supported.

Hypothesis 3a proposed that OC motives strengthen the relationship between PV and OCBI. As shown in Table 2 (Step 3), the beta coefficient associated with the interaction term between PV and OC motives was significant and positive in predicting OCBI ($\beta = 0.14$, $p \leq .01$). We used Aiken and West's (1991) approach of plotting ± 1 SD values to investigate this interaction, which is shown in Figure 2a. The simple slope test using Preacher's online interaction utility (Preacher, Curran, & Bauer, 2006) showed that PV motives were positively related to OCBI when OC motives were high ($\beta = .14$, $p \leq .01$), but when OC motives were low the association between PV motives and OCBI was weaker and non-significant ($\beta = .05$, *ns*). These results provide support for Hypothesis 3a.

Hypothesis 3b proposed that PV motives strengthen the relationship between OC motives and OCBO. As shown in Table 3 (Step 3), the beta coefficient associated with the interaction term between OC and PV motives was significant and positive ($\beta = 0.19$, $p \leq .01$). This interaction is depicted in Figure 2b. As expected, the simple slope test indicated that OC motives were positively related to OCBO when PV motives were high ($\beta = .23$, $p \leq .01$), but when PV motives were low the relationship between OC motives and OCBO was weaker, although still significant ($\beta = .10$, $p \leq .01$). Thus, Hypothesis 3b was also supported.

According to Hypothesis 3c, IM motives weaken the relationship between PV motives and OCBI. As shown in Table 2, the beta coefficient associated with the interaction term between PV and IM motives was significant and negative ($\beta = -0.11$, $p \leq .05$). The interaction is graphed in Figure 2c. The simple slope test showed that PV motives were positively related to OCBI when IM motives were low ($\beta = .14$, $p \leq .01$), but the effect of PV motives on OCBI was not significant when IM motives were high ($\beta = .05$, *ns*); thus, Hypothesis 3c was supported. However, as shown in Table 3, the interaction term between OC and IM motives was not

² Some researchers have recently called into question the appropriateness of using item parcels (Marsh, Lüdtke, Nagengast, Morin, & von Davier, 2013). Therefore, we also examined our measures using items instead of parcels and obtained the following fit indices: $\chi^2 = 3,382.06$, $df = 892$; CFI = .71; RMSEA = .09; SRMR = .10. Thus, although CFI was significantly lower, the other indices were very similar. Our analysis also indicated that all of the items loaded significantly onto their specified factors, except for one of the items measuring IM citizenship motives. However, all of the results were unchanged when we reanalyzed our data excluding this item.

Table 1
Descriptive Statistics

Variable	Mean	SD	1	2	3	4	5
1. Prosocial values motives	1.67	0.47	(.93)	.61	.28	.51	.45
2. Organizational concern motives	3.23	0.96	.54**	(.88)	.21	.80	.57
3. Impression management motives	2.41	2.94	.32**	.25**	(.73)	.05	.36
4. OCB–Individual	3.33	0.55	.45**	.62**	.12*	(.79)	.69
5. OCB–Organization	3.01	0.53	.38**	.50**	.31**	.55**	(.80)

Note. $N = 379$, listwise deletion. OCB = organizational citizenship behavior. Alpha reliabilities appear in parentheses along the diagonal; values above the diagonal are intercorrelations among the variables from confirmatory factor analysis; values below the diagonal are intercorrelations among the variables from the averaged scores.

* $p \leq .05$. ** $p \leq .01$.

significantly related to OCBO. Therefore, Hypothesis 3b was not supported.

Finally, in the fourth step, we included the three-way interaction term associated with all three citizenship motives to test Hypotheses 4a and 4b. As shown in Tables 2 and 3, the interaction in this step explained an additional 1% variance in both OCBI ($\Delta F = 5.02, p \leq .05$) and OCBO ($\Delta F = 5.29, p \leq .05$). Figure 3a shows the three-way interaction between all three motives and OCBI. As hypothesized, the strongest relationship between PV motives and OCBI occurs when OC motives are high but IM motives are low (simple slope test: t value = 4.91, $\beta = 0.22, p \leq .01$); likewise, the highest levels of OCBI occur when PV and OC motives are high and IM motives are low. Moreover, as expected, the lowest levels of OCBI are associated with low levels of PV and OC motives and high levels of IM motives; indeed, levels of OCBI in this condition are similar to the levels associated with low levels of all three motives. These findings provide support for Hypothesis 4a.

The three-way interaction between citizenship motives and OCBO is depicted in Figure 3b. As shown here, while the slopes vary in strength, the relationship between OC motives and OCBO is strong and positive regardless of the other citizenship motives. As expected, the strongest relationship between OC motives and OCBO occurs when PV motives are high and IM motives are low (simple slope t value = 5.52, $\beta = 0.23, p \leq .01$); however, the highest levels of OCBO occur when all three citizenship motives are high, and this relationship is also strong and positive (simple slope t value = 6.22, $\beta = 0.22, p \leq .01$). Taken together, Hypothesis 4b is generally not supported.

Discussion

It is increasingly clear that citizenship motives play an important role in understanding the occurrence of OCBs (Bolino et al., 2012; Grant & Mayer, 2009; Kim et al., 2013; Rioux & Penner, 2001). As expected, we found that PV motives were predictive of OCBI and that this relationship was strengthened by OC motives; likewise, OC motives were predictive of OCBO, and this relationship was strengthened by PV motives. Consistent with the idea that collectivists are more relationally oriented and less self-interested (Hofstede, 1991, 2001), the relationship between PV motives and OCBI was weakened by IM motives; however, IM motives did not significantly affect the link between OC motives and OCBO. Finally, although we found a three-way interaction between the motives, the effects were not quite consistent with our hypotheses. On the one hand, we found a stronger relationship between PV

motives and OCBI when OC motives were high and IM motives were low. On the other hand, there was a strong positive relationship between OC motives and OCBO when both PV and IM motives were high (although this relationship was actually stronger when IM motives were low). Taken together, our findings suggest that the idea that IM motives may detract from OCB in collectivist cultures is more applicable to OCBI than to OCBO.

Our article contributes to prior research on OCB in at least three ways. First, unlike prior research that has focused on the main effects of citizenship motives, we focused on the ways in which citizenship motives interact. Second, whereas Grant and Mayer (2009) investigated the interactive effects of PV and IM, we examined the interactive effects of all three motives on OCBs that benefit both individuals and the organization. Finally, whereas prior research has examined citizenship motives in the United States (Grant & Mayer, 2009; Rioux & Penner, 2001), which is highly individualistic, we examined these relationships in Taiwan, which is a collectivistic culture (Hofstede, 2001). Moreover, in contrast to the findings of Grant and Mayer (2009), we found that IM motives suppress rather than enhance the motivation to engage in interpersonal OCBs in collectivist cultures. By investigating citizenship motives in a collectivist culture, we answer calls for research that adopts a more global mindset to understand an important phenomenon in applied psychology (Leung et al., 2005; Tricoles, 2014).

Implications and Directions for Future Research

Our work has implications for researchers who study OCB and raises questions worthy of exploration in future studies. First, we found that IM motives generally undermine the effects of PV motives on OCBI, but they did not undermine the relationship between OC motives and OCBO. Likewise, the three-way interaction with regard to OCBO indicated that OC motives were positively associated with OCBO, regardless of the strengths of other motives. It would be helpful to understand the reasons for this discrepancy. One possible explanation is that collectivists are more conflicted about appearing to manage impressions with regard to OCBs that are specifically targeted at other individuals than with OCBs that are directed at the organization. Clearly, though, additional work is needed before such a conclusion can be reached.

Another important avenue for future research to consider is the implications of motive fulfillment in the context of OCBs. To date, the few empirical studies of citizenship motives have focused on

Table 2
Results of Moderated Regression Analyses on Employee OCB—Individual

Variable	Step 1			Step 2			Step 3			Step 4						
	b	SE	t	b	SE	t	b	SE	t	b	SE	t				
Step 1: Prosocial values																
Prosocial values motives (H1a)	.22	.02	.45	9.73**	.09	.02	.18	3.71**	.09	.02	.19	3.95**	.10	.02	.21	4.31**
Step 2: Organizational concern and impression management																
Organizational concern motives (H2a)				.26	.02	.54	11.39**	.25	.02	.51	10.85**	.26	.02	.53	11.13**	
Impression management motives				-.04	.02	-.07	-1.71	-.03	.02	-.05	-1.21	-.01	.02	-.02	-.32	
Step 3: Two-way interactions																
Prosocial Values × Organizational Concern Motives (H3a)				.05	.02	.14	3.02**	.05	.02	.14	3.02**	.04	.02	.12	2.56**	
Prosocial Values × Impression Management Motives (H3c)				-.04	.02	-.11	-2.13*	-.04	.02	-.11	-2.13*	-.06	.02	-.15	-2.67*	
Organizational Concern × Impression Management Motives				.03	.02	.07	1.35	.03	.02	.07	1.35	.03	.02	.08	1.61	
Step 4: Three-way interaction																
Prosocial Values × Organizational Concern × Impression Management (H4a)																
R ²			.20			.41			.43			.44				
F			94.62**			85.65**			46.21**			40.76**				
ΔR ²						.21			.02			.01				
ΔF						65.09**			4.43**			5.02*				

Note. N = 379, listwise deletion. OCB = organizational citizenship behavior; H = hypothesis.
* p ≤ .05. ** p ≤ .01.

Table 3
Results of Moderated Regression Analyses on Employee OCB—Organization

Variable	Step 1			Step 2			Step 3			Step 4						
	b	SE	t	b	SE	t	b	SE	t	b	SE	t				
Step 1: Organizational concern																
Organizational concern motives (H1b)	.24	.02	.50	11.16**	.19	.03	.40	7.65**	.17	.02	.37	7.14**	.18	.03	.39	7.48**
Step 2: Organizational concern and impression management																
Prosocial values motives (H2b)				.05	.03	.11	2.03*	.06	.03	.13	2.48**	.07	.03	.15	2.86**	
Impression management motives				.09	.02	.18	3.96**	.09	.02	.19	4.08**	.11	.02	.23	4.66**	
Step 3: Two-way interactions																
Organizational concern × Prosocial values (H3b)				.06	.02	.19	3.95**	.06	.02	.19	3.95**	.06	.02	.17	3.47**	
Organizational Concern × Impression Management Motives (H3d)				.00	.02	.00	.00	.00	.02	.00	.00	.00	.02	.02	.27	
Prosocial Values × Impression Management Motives				.00	.02	.01	.12	-.01	.02	-.03	-.03	-.03	-.02	-.03	-.52	
Step 4: Three-way interaction																
Organizational Concern × Prosocial Values × Impression Management Motives (H4b)																
R ²			.24			.29			.33			.34				
F			124.44**			52.23**			30.90**			27.55**				
ΔR ²						.05			.04			.01				

Note. N = 379, listwise deletion. OCB = organizational citizenship behavior; H = hypothesis.
* p ≤ .05. ** p ≤ .01.

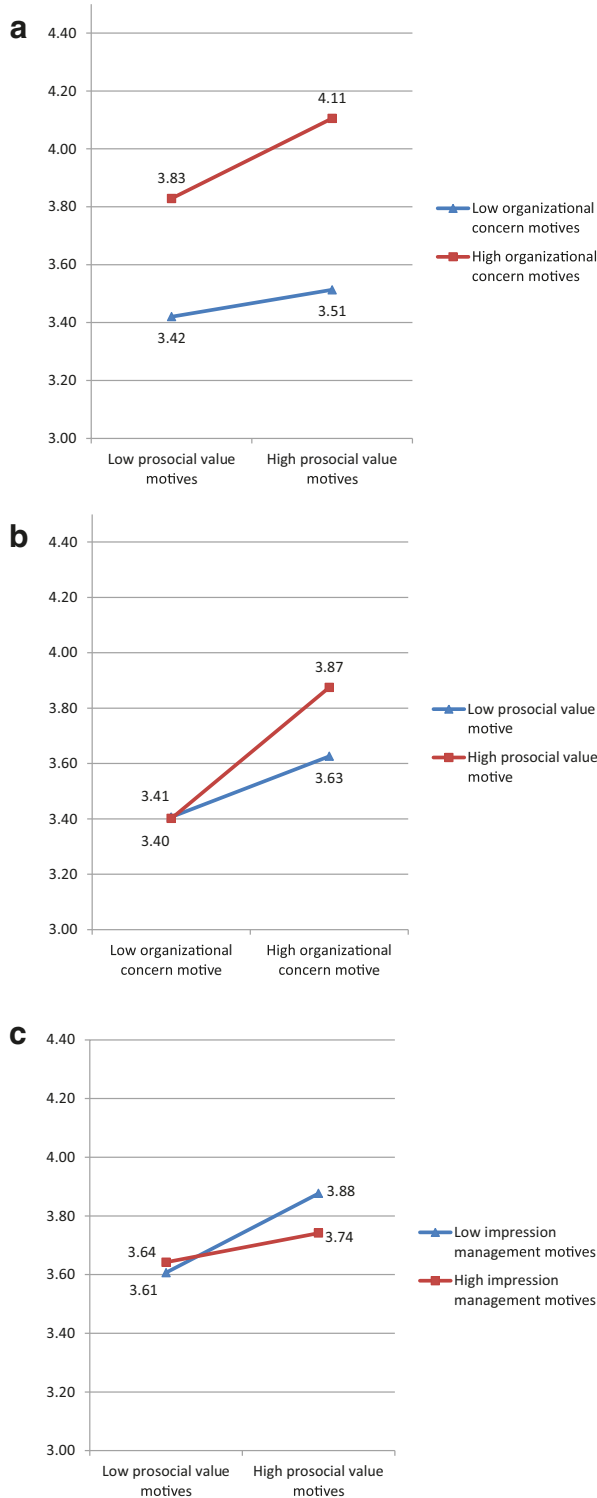


Figure 2. (a) Moderating effects of organizational concern (OC) motives on the relationship between prosocial values (PV) motives and organizational citizenship behavior that helps the individual (OCBI). (b) Moderating effects of PV motives on the relationship between OC motives and organizational citizenship behavior that helps the organization. (c) Moderating effects of impression management motives on the relationship between PV motives and OCBI. See the online article for a color version of this figure.

how PV, OC, and IM motives may drive employees to go beyond the call of duty (Grant & Mayer, 2009; Kim et al., 2013; Rioux & Penner, 2001). However, the research that stimulated this line of work suggests that employees engage in OCBs in order to satisfy their needs and values (Penner et al., 1997; Rioux & Penner, 2001). Therefore, it would be useful to determine when and how engaging in different OCBs may fulfill employees' needs. In other words, what factors lead employees to feel like they are truly helping others and the organization? Further, given the findings of this study, in what ways may cultural values affect such feelings?

Finally, while we developed contextualized theoretical arguments for the multiple motives interactions in a collectivist culture, we did not collect data on one's actual (individualistic or collectivistic) orientation. Thus, future studies that seek to further understand when IM motives undermine or enhance the occurrence of OCB should also address the possibilities of individual differences with regard to this cultural value and others.

Limitations

The results of our study must be viewed in light of its limitations. First, although employees were the source for the measure of citizenship motives, and supervisors provided the measure of

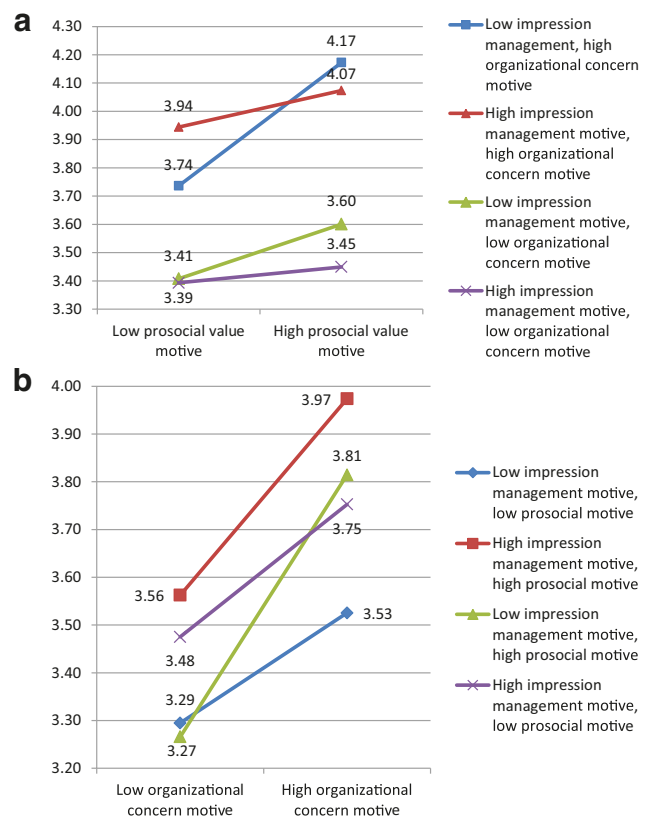


Figure 3. (a) Three-way interaction effects of prosocial values (PV), organizational concern (OC), and impression management (IM) motives on organizational citizenship behavior that helps the individual. (b) Three-way interaction effects of PV, OC, and IM motives on organizational citizenship behavior that helps the organization. See the online article for a color version of this figure.

OCBI and OCBO, our study relied on a cross-sectional research design. As such, it is impossible to determine if citizenship motives are causally related to OCBs. In order to provide more compelling evidence of the causal relationships implied in our work, it would be helpful to examine the relationship between citizenship motives and OCBs using longitudinal data collected at multiple points in time. Second, although the measures used in our study are well regarded in the Western citizenship literature, the fit indices we obtained indicated only reasonable fit, and the CFI associated with our unparceled CFA was poor (cf. Footnote 2). However, the five-factor solution fit the data significantly better than did alternative models, the alphas for the scales were strong, and all of the measures correlated in expected ways with related constructs. Nevertheless, our findings should be viewed with caution until they are replicated, and future research should seek to learn more about the validity of these measures in cross-cultural settings.

Practical Implications

Our findings suggest that managers should recognize that employees have multiple motives for engaging in OCBs that are directed toward the organization or other individuals and that these motives may operate differently depending on the cultural context. Further, our results reinforce prior recommendations that organizations may be able to increase the occurrence of OCB when they hire employees who value helping others or cultivate feelings of organizational concern among employees (Bolino & Turnley, 2003; Organ et al., 2006). The implications with regard to IM motives are somewhat less clear. On the one hand, in collectivist cultures, IM motives appear to weaken the relationship between PV motives and OCBI, and the relationship between PV motives and OCBI was also relatively weaker when both IM motives and OC motives were high. On the other hand, IM motives do not seem to affect the relationship between OC motives and OCBO, and when coupled with PV motives, IM motives strengthen the relationship between OC motives and OCBO and result in high levels of such behavior. Thus, managers may want to discourage collectivistic employees from helping others when they appear to be doing so to enhance their image.

Conclusion

As organizations continue to be affected by globalization, cross-cultural interactions and collaboration are increasingly the norm (Leung et al., 2005). Our study contributes to the growing body of research on OCB by investigating citizenship motives in a collectivist culture. Moreover, whereas prior studies have investigated the main effects of PV, OC, and IM motives (Rioux & Penner, 2001) or the interactive effects of PV and IM motives (Grant & Mayer, 2009), we examined the interactive effects of all three motives on both OCBI and OCBO. Unlike the findings of Grant and Mayer (2009), in this sample of employees from Taiwan, we found that IM motives may attenuate, rather than enhance, the occurrence of interpersonal citizenship. Thus, we call for additional research that will continue to increase our understanding of citizenship motives in different cultures.

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