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Richard S. Allen
University of Tennessee at Chattanooga

W. Randy Evans
University of Tennessee at Chattanooga

Charles S. White
University of Tennessee at Chattanooga

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Current Empirical Research

Affective organizational commitment and organizational citizenship behavior: examining the relationship through the lens of equity sensitivity

Richard S Allen¹, W Randy Evans¹ and Charles S White¹

¹College of Business Administration, The University of Tennessee at Chattanooga, Chattanooga, TN 37403, USA

Correspondence:

Richard S Allen, College of Business Administration, The University of Tennessee at Chattanooga, 615 McCallie Avenue, Department 6156, Chattanooga, TN 37403, USA.

Tel: +1 423 425 5283;

Fax: +1 423 425 4158

Abstract

The main purpose of this study was to test the relationship between affective organizational commitment (AOC), organizational citizenship behavior (OCB), and equity sensitivity, which heretofore has not been examined. Results revealed an interaction between AOC and equity sensitivity such that persons with an entitled orientation exhibited higher levels of OCB as their degree of AOC increased. Individuals with an entitled orientation and lower levels of AOC exhibited the lowest levels of OCB. This research suggests that organizations should focus on improving the level of AOC in order to increase the citizenship behavior of their entitled members. The moderating effect of equity sensitivity may help to explain why the relationship between AOC and OCB has been characterized as modest or weak in previous research studies.

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Keywords: affective organizational commitment; organizational citizenship behavior; OCB; equity sensitivity; entitled



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Introduction

“Am I being fairly rewarded for my efforts as compared to others doing similar work?” Adams (1963, 1965), the originator of equity theory, posited that employees frequently make these comparisons and how they answer this question can have a profound impact on their motivation and willingness to put forth effort. When employees perceive that their ratio of outcomes/inputs is not in balance with the outcomes/inputs of their referent others, they are motivated to do things to get their ratio back into a state of equity. In fact, as one way of “evening the score,” employees who perceive that they are being under-rewarded may elect to withhold what Barnard (1938) originally termed their discretionary effort. This reduction of inputs would help move their equity ratio back toward a state of equilibrium.

Adams’ original equity theory was subsequently further refined to account for individual differences (Huseman *et al.*, 1985, 1987; King *et al.*, 1993; Patrick and Jackson, 1991). Many individuals termed “equity sensitives” conform to the original equity theory propositions, and thus are most comfortable in situations in which



their own outcome/input ratio is equal to their referent. Another type of individual termed “benevolent” tends to be more tolerant of under-reward situations. Conversely, a third type of individual known as “entitled” is more comfortable being in an over-reward situation. A host of research in recent years has examined the concept of equity sensitivity, and accumulating evidence indicates that individuals have dissimilar equity preferences that affect job-related behaviors (e.g., Akan *et al.*, 2009; Allen and White, 2002; Blakely *et al.*, 2005; Restubog *et al.*, 2009).

The present study examines the relationship between organizational commitment and organizational citizenship behavior (OCB) and positions equity sensitivity as a moderator variable. Organizational commitment is recognized as an antecedent of job performance; however, the statistical relationship between this attitude and job performance has been described as modest (Meyer *et al.*, 2002) and even “weak” (Riketta, 2002: 264). The current study specifically examines affective commitment, as it is generally the strongest predictor of job performance as compared to normative or continuance commitment (Meyer *et al.*, 2002). We also focus on the job performance variable OCB because the relationship between AOC and extra-role behaviors (e.g., OCB) is stronger as compared to that of in-role behaviors.

The principal aim of this study is to consider equity sensitivity as an explanatory variable that affects the established but modest relationship between AOC and OCB. The amount of unaccounted for variance in this relationship suggests that moderator variables such as equity sensitivity could potentially be an important factor. Indeed, dispositional variables can likely improve the predictive power of established OCB antecedents (Blakely *et al.*, 2005; Organ, 1990). Furthermore, the conceptual roots of OCB as a volitional behavior are applicable to the theoretical foundations of equity sensitivity. OCB is generally regarded as a discretionary act that can be readily adjusted as individuals adjust their inputs based on their equity sensitivity orientation (Organ, 1988). We first review the theoretical assumptions of this relationship and then delve into positioning equity sensitivity as a moderator.

Theoretical development

Affective organizational commitment and OCB

Affective organizational commitment (AOC) is defined as “the relative strength of an individual’s

identification with and involvement in a particular organization” (Mowday *et al.*, 1979: 226). AOC is described as attitudinal organizational commitment as it is characterized by both feelings and behavioral tendencies (Mathieu and Zajac, 1990; Mowday *et al.*, 1982; Riketta, 2002).

We focus on AOC as opposed to continuance commitment or normative commitment. Continuance commitment concerns the perceived costs incurred if an individual leaves an organization due to the perceived investments one has previously made, whereas normative commitment entails a perceived obligation to remain part of an organization (Meyer and Allen, 1997). The nature of continuance and normative commitment are not well established and empirical findings reveal that AOC has a stronger relationship with work-related outcomes as compared to the other forms of commitment (Meyer *et al.*, 2002). AOC is characterized by an emotional attachment, identification with, and loyalty toward an organization and is expected to produce a willingness to work harder. When an individual has a strong emotional attachment to an organization, he or she believes strongly in the organization’s goals, is willing to put forth extra effort on behalf of the organization, and has a strong desire to maintain organizational membership. Accordingly, it is expected that AOC has implications for job performance, particularly OCB.

OCB is a cluster of behaviors that benefit an organization, a group and/or the individuals within it by supporting the social and psychological context in which task performance occurs (Organ, 1997; Podsakoff *et al.*, 2000). OCB is part of the broad employee performance domain, as these actions are typically not listed in the task duties of formal job descriptions (Harrison *et al.*, 2006; Organ, 1997). However, these individual actions that go beyond standardized prescriptions for task outputs are recognized as vital to organizational success (Katz, 1964; Werner, 2000). Referred to as “going beyond the call of duty” or “esprit de corps” (Bolino and Turnley, 2003), OCB is believed to increase organizational effectiveness through employees being more productive, adaptable, and socially cohesive (Podsakoff *et al.*, 2000). Examples of OCB include but are not limited to helping overloaded co-workers, volunteering for additional duties when needed, complying with rules and work group behavioral norms, and developing additional skills beneficial to the organization. Employees typically have more control over whether to engage in these actions as compared to explicit

task duties; therefore, OCBs are often characterized as volitional behaviors (Harrison *et al.*, 2006; Podsakoff *et al.*, 2000; Werner, 2000).

Commitment represents an underlying “morale” factor that is likely to influence OCB (Organ and Ryan, 1995), and is a psychological state that captures an employee’s relationship with his or her organization. A committed employee will normally exert more effort and work harder than an employee with a lower degree of commitment (Cooper-Hakim and Viswesvaran, 2005; Meyer and Allen, 1997; Mowday *et al.*, 1982). AOC is especially likely to manifest itself in OCB (Riketta, 2002). As OCB is considered volitional, employees can more easily adjust (i.e., increase or decrease) these behaviors as compared to prescribed task-related duties. The AOC–OCB relationship has been studied extensively and findings are supportive of this proposition as affective commitment demonstrates a stronger relationship with OCB than task performance (Meyer *et al.*, 2002; Riketta, 2002). Consistent with prior research, we therefore propose the following:

Hypothesis 1: AOC is positively related to OCB.

Equity sensitivity

Equity theory (Adams, 1963, 1965) has long been invoked to explain an individual’s motivation to perform. The basic idea behind equity theory is that people compare themselves with a “referent other” doing similar work. The theory posits that people calculate a mental ratio of the outcomes (e.g., pay, benefits, and intrinsic rewards) they receive from the job to the inputs (e.g., effort, expertise, and time) they expend, and then compare their own ratio to that of their referent other. When the ratios are not equal, subjects experience a state of inequity, which can take the form of either under-reward or over-reward. Subjects in these unbalanced states are motivated to get their equity ratio back into balance.

Empirical evidence supporting equity theory is generally strong, especially with regard to how workers respond to under-reward situations (Greenberg, 1982, 1987, 1990; Mowday, 1991). One potential response to an under-reward situation is that the subject may choose a behavioral response to reduce feelings of inequity such as reducing their work inputs (e.g., put in less effort) or attempting to increase their outcomes (e.g., ask for a raise). Subjects may also use a cognitive response to reduce

their feelings of inequity, such as select another person to use as their referent or simply mentally justify their under-reward condition. Finally, a person may choose to exit the situation by deciding to transfer or leave the organization.

Subsequent theory development and research has refined equity theory to account for individual differences concerning preferences for dissimilar input/outcome ratios (Huseman *et al.*, 1985, 1987; King *et al.*, 1993; Patrick and Jackson, 1991). Individuals facing similar situations and similar outcomes may respond in different ways based on their individual equity sensitivity orientation (benevolent, equity sensitive, or entitled). Huseman *et al.* (1985) designed the Equity Sensitivity Instrument (ESI) to measure a person’s equity sensitivity orientation, and it has been used in virtually all subsequent equity sensitivity research (Clark *et al.*, 2010). Many recent studies in this domain regard equity sensitivity as a continuous variable (Akan *et al.*, 2009; Foote and Harmon, 2006; Kickul and Lester, 2001; O’Neill and Mone, 1998; Restubog *et al.*, 2009; Sauley and Bedeian, 2000) rather than a trichotomous (benevolent, equity sensitive, or entitled) variable. The general consensus is that this is a more realistic view of individuals possessing different points of view that place them at various positions on an equity sensitivity continuum rather than arbitrarily forcing them into one of the three categories. This view also offers more precise methodological measurement and data analysis advantages (Sauley and Bedeian, 2000; Allen and White, 2002) over the original forced trichotomization method. We therefore conceptualized and operationalized equity sensitivity as a continuous variable in this research study.

Those who score higher on the ESI are more tolerant of situations in which they are being under-rewarded. They are labeled as having a “benevolent” orientation. Originally proposed to prefer under-reward situations, this orientation has been changed to suggest that such individuals are more tolerant of under-reward situations (King *et al.*, 1993). While benevolents do not seek to be under-rewarded, there is a decreased probability of a negative response when they are placed in an under-reward situation.

Conversely, individuals scoring lower on the ESI actually experience less dissonance when they are over-rewarded and are deemed to have an “entitled” orientation. As such, entitled individuals are assumed to be more tolerant of over-reward situations than others (King *et al.*, 1993).

Finally, those scoring near the middle of the equity sensitivity scale are assumed to act in accordance with Adam's (1965) original conceptualization of equity theory and are labeled as having an "equity sensitive" orientation. Equity sensitive individuals prefer their ratio of outcomes to inputs to be equal to that of their comparison other.

Equity sensitivity and OCB

Benevolents are described as "givers by nature" (Akan *et al.*, 2009: 97) as they are not only tolerant of under-reward situations (King *et al.*, 1993) but can even have high levels of job satisfaction regardless of their reward circumstances (Huseman *et al.*, 1985). Miles *et al.* (1989) showed that these subjects are willing to work harder for less pay than those with lower ESI scores (entitleds). Conceptually, OCBs represent job performance behaviors that employees have autonomy to control, and thus OCBs represent a behavioral response that can be regulated based on one's equity orientation. The seminal work by Organ (1988) on OCB included the proposition that perceptions of inequity could reduce the likelihood of subject to engage in OCBs.

Research examining equity sensitivity and OCB is limited and the results are equivocal. The general assumption underlying this relationship is that a person's ESI score is positively related to engaging in OCBs. That is, a higher ESI score (indicating a benevolent orientation) is expected to correspond to a higher degree of OCB. Benevolents are expected to exert effort beyond job requirements, as they are believed to be concerned with maximizing their inputs (Konovsky and Organ, 1996; Huseman *et al.*, 1985). Konovsky and Organ (1996) found significant zero-order correlations between ESI and two (of seven) OCB dimensions; however, regression results were non-significant for supervisor ratings of OCB. Studies by Fok *et al.* (2000a, b), however, found a positive relationship between ESI and self-reported measures of intentions to engage in OCB. A subsequent study reported subjects with higher ESI scores engaged in more self-reported OCBs than those with lower ESI scores (Blakely *et al.*, 2005), and another more recent study found a significant positive relationship between ESI scores and teammate ratings of OCBs (Akan *et al.*, 2009).

A related assumption regarding the relationship between equity sensitivity and OCB is that those with lower ESI scores (indicating an entitled orientation) are believed to be "takers" rather than "givers." Persons with an entitled orientation

are believed to be focused chiefly on output maximizations (Konovsky and Organ, 1996) and often react more negatively to perceived pay inequities (Allen and White, 2002).

In summary, prior research has substantiated that significant equity sensitivity differences do exist and that these differences have an impact on individuals' proclivity to engage in OCB. Empirical studies of the relationship with OCB are, however, limited and the results are equivocal at this point. The current study seeks to provide additional clarity to this research domain using a study of peer-reported OCB ratings. Thus, we hypothesize the following:

Hypothesis 2: Equity sensitivity is positively related to OCB. That is, persons with higher ESI scores (i.e., a benevolent orientation) will engage in more OCBs as compared to persons with lower ESI scores (i.e., an entitled orientation).

Interactive effect of AOC and equity sensitivity

Committed individuals are typically willing to exert additional effort (e.g., OCB); however, equity sensitivity research illustrates that individuals vary in their preferences concerning "inputs and outcomes." Benevolent individuals are comfortable in situations where they are expected to exert more inputs relative to their referents, while entitleds are more comfortable in situations in which they receive relatively more outcomes for their level of inputs. This prompts us to consider how the individual disposition of equity sensitivity affects the nature of the relationship between AOC and OCB.

In a study of the interactive effect of organizational justice and equity sensitivity, Blakely *et al.* (2005) unexpectedly found those with entitled orientations to be significantly reactive to perceptions of fairness. They self-reported their lowest level of OCB when perceived justice was low but reported a significant increase in their OCB in conditions of high perceived justice. In fact, when perceived justice was high, the entitled subjects' OCB was at a level only slightly lower than that of benevolent subjects. Blakely *et al.* suggest that perhaps entitled subjects feel their OCBs will "ultimately be rewarded" (2005: 268). OCB has been historically considered from an altruistic perspective, but there may also be self-serving motives for engaging in OCB (Bolino, 1999; Wilkerson *et al.*, 2008). For instance, performance appraisals are often subjective (Higgins *et al.*, 2003), and it has

been suggested that even a highly cynical employee might engage in OCB in an attempt to gain desired rewards (Wilkerson *et al.*, 2008), as performance-contingent rewards have been found to be a significant predictor of OCBs (Podsakoff *et al.*, 2000). Furthermore, Miles *et al.* (1994) found that entitlements tend to place a greater emphasis on extrinsic tangible rewards (e.g., pay) as compared to benevolents. Highly committed individuals with an entitled orientation may therefore be willing to engage in OCBs because they are motivated to obtain desired rewards.

Conversely, an entitled with a low degree of organizational commitment should be less likely to display OCBs. A central feature of commitment is a willingness to persist in a course of action (Morrow, 1993). While entitled persons would be more tolerant of an over-reward situation, their motivation to continue to perform extra duties would wane significantly if their commitment is low. If they do not perceive that their additional effort will result in proportionally higher rewards, they will in effect be reducing their equity ratio and experience even greater levels of dissonance. In summary, equity sensitivity orientation is likely to influence the AOC–OCB relationship. Individuals with lower ESI scores are expected to adjust their OCBs because of their more entitled orientation. This leads to our final hypothesis. Figure 1 visually depicts the hypothesized interaction.

Hypothesis 3: Equity sensitivity will interact with AOC such that AOC will have a greater positive influence on OCB for those with lower ESI scores (e.g., an entitled orientation) as compared to persons with higher ESI scores (e.g., a benevolent orientation).

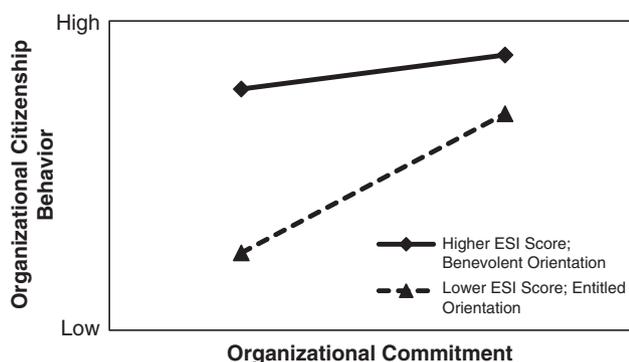


Figure 1 Hypothesized interactive effect between affective organizational commitment and equity sensitivity on organizational citizenship behavior.

A highly committed benevolent individual would logically be willing to exert greater effort as compared to an entitled person. Blakely *et al.* (2005) found that benevolents intended to engage in higher levels of OCB in situations of both low and high perceived organizational justice. This was attributed to their tolerance for perceived under-reward situations. For these reasons, we expect persons having a benevolent orientation to engage in the highest level of OCBs, as compared to others regardless of whether affective commitment is low or high as is depicted in Figure 1.

Methods

Design

Participants for this study consisted of business school juniors and seniors in a southeastern United States AACSB-accredited business school. Of 163 students, a total of 134 returned completed instruments usable for testing the hypotheses. Students were randomly assigned to one of thirty-nine teams representing simulated organizations comprising three to five members. Organizations are characterized by patterned behavior (Katz and Kahn, 1978) and are described as coordinated social units composed of two or more persons working collectively (Robbins and Judge, 2007), which is consistent with this simulation design. These groups were assigned various tasks to replicate organizational work demands. Students worked together throughout the semester on weekly class assignments and a semester-long project that ultimately comprised a significant portion of their course grade. The characteristics of this design satisfy the criteria of a formal organization: communication among members, a willingness to contribute effort, and a common purpose (Barnard, 1938).

Although the simulated organizations in this study are not the complex systems typically found in the corporate arena, this type of study design is beneficial when studying the human psychological processes embedded in more sophisticated organizations (Greenberg and Eskew, 1993). This format also allowed for data collection using a time-ordered, cross-sectional design that can reduce both percept-percept inflation and common method variance (Menard, 1991). Equity sensitivity was assessed at the beginning of the semester and the other measures were collected approximately 14 weeks later near the end of the semester. OCB was assessed by peer ratings from fellow organizational members. The sample consisted of 78 women

and 55 men (including one non-response) with an average age of 24.5 years ($SD=6.0$). Respondents classified their ethnicity as follows: 100 White, 26 Black, 4 Asian, 2 Hispanic, and 2 non-responses.

Measures

AOC was measured with the 15-item Mowday *et al.* (1979) instrument, which is considered to expressly evaluate affective commitment (Riketta, 2002). As the teams functioned as simulated organizations, the word “team” was used in place of “organization” in an attempt to direct the participants’ attention to the focal unit of the simulated organization rather than their viewing the university as the organization. The AOC survey questions are included in Appendix A. Respondents completed this questionnaire at the end of the semester and the resulting Cronbach’s alpha was an acceptable 0.83.

The ESI developed by Huseman *et al.* (1985) was administered near the beginning of the semester prior to the formation of the teams. King and Miles’ (1994) research support the validity of this instrument. This instrument comprises five major statements in which respondents allocate “points” to alternative choices regarding each statement. The ESI questions are included in Appendix B. The respondent must allocate a total of 10 points between the two choices that best reflect his or her beliefs. The Cronbach’s alpha for this scale was an acceptable 0.81.

OCB was assessed using a 14-item scale based on the seven dimensions identified in the Podsakoff *et al.* (2000) meta-analysis (see Appendix C). Items were worded to reflect the context of the simulated organizations. On the basis of reviews concerning the nature of the OCB construct (LePine *et al.*, 2002; Organ, 1997), our measurement was consistent with that of an aggregate construct, with dimensions that each add to the overall value of OCB. We also followed the recommendation of Podsakoff *et al.* (2000) to control common method bias by collecting predictor and criterion variables from different sources. Near the end of the semester, participants completed the OCB instrument and rated the behavior of each of their peers (rather than themselves). Each member’s OCB score was then calculated by combining and averaging the scores received from each of their peers. Cronbach’s alpha for overall peer rating of OCB equaled 0.96. Reliabilities for each peer rating were as follows: peer rating 1=0.92, peer rating 2=0.95, peer rating 3=0.94, peer rating 4=0.93, and peer rating 5=0.92.

Table 1 Descriptive statistics, means, standard deviations, and reliabilities ($N=134$)

Variable	<i>M</i>	<i>SD</i>	1	2	3
1 Affective organizational commitment	60.8	9.17			
2 Equity sensitivity	29.0	6.23	0.08		
3 Organizational citizenship behavior	60.0	8.78	0.25**	0.13	

** $p < 0.01$; * $p < 0.05$.

Table 2 Regression results

	Step 1 β	Step 2 β
Affective organizational commitment (A)	0.24**	1.01
Equity sensitivity (B)	0.11	1.19
$A \times B$		-1.38*
R^2	0.07	0.11
ΔR^2		0.04*
F	5.27**	5.22**
d.f.	(2,131)	(3,130)

*** $p < 0.001$; ** $p < 0.01$, * $p < 0.05$.

Results

Table 1 contains the means, standard deviations, and correlations. The bivariate relationship between AOC and OCB was significant; however, equity sensitivity and OCB were not significantly correlated.

Hierarchical multiple regression was used to test our three hypotheses. Results are reported in Table 2. In step 1, OCB was regressed on AOC and equity sensitivity. Results supported Hypothesis 1 as organizational commitment was significantly related to OCB ($\beta=0.24$, $p < 0.01$). Hypothesis 2 was not supported as the relationship between equity sensitivity and OCB was not significant ($\beta=0.11$, $p=0.19$). Hypothesis 3 was tested by regressing OCB in step 2 on the cross-product term of AOC and equity sensitivity. Results supported the hypothesized interaction ($\beta=-1.38$, $p < 0.05$); therefore, we followed recommended procedures to graph the interactive effects to better understand the nature and form of the relationship (Aiken and West, 1991; Champoux and Peters, 1987).

In Figure 2, OCB was graphed at two levels of ESI. The positive slope of the regression line for subjects with a more benevolent orientation (defined as those persons + 1 standard deviation above the ESI mean) was not significant ($t=0.65$, *n.s.*). The positive slope of the regression line for subjects with a more entitled orientation (defined as those

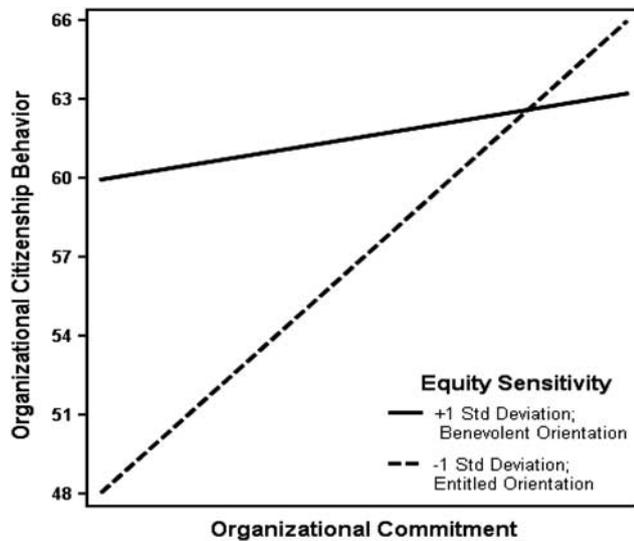


Figure 2 Graphical depiction of interaction results.

persons -1 standard deviation below the ESI mean) was significant ($t=3.62, p<0.001$). AOC had a significantly greater positive effect on OCB for these individuals with lower ESI scores. Furthermore, the lowest levels of OCB were observed for persons with a low degree of organizational commitment and a more entitled orientation.

Discussion

Our purpose was to further elucidate the often studied but not fully understood relationship between AOC and OCB. Hypothesis 1 provides further support for the notion that AOC and OCB are positively related. Meta-analyses of prior research have found only modest support for this relationship (Meyer *et al.*, 2002; Riketta, 2002), and the present study adds support for the hypothesis that more affectively committed members are more likely to exhibit citizenship behaviors. The fact that the present study captured the subjects' OCB as reported by their peers rather than from self-reports also helps to legitimize these findings. A group of organizational peers who have worked closely together on tasks is more likely to accurately report each individual's OCB than a self-report.

The major contribution of the present study is our discovery based on Hypothesis 3 that individual equity sensitivity acts as a moderator affecting the strength of the AOC–OCB relationship. This is especially interesting in that the relationship proved significant even though no support was found for Hypothesis 2. Equity sensitivity alone was

not related to citizenship behavior. Finding evidence of the moderating affect of equity sensitivity helps clarify the relationship of commitment and citizenship behavior. Subjects on the benevolent side of the equity sensitivity continuum were just as likely to engage in citizenship behaviors no matter how affectively committed they were to their organization. However, subjects with an entitled orientation exhibited higher levels of OCB as their degree of AOC increased. Furthermore, individuals with an entitled orientation and reduced levels of AOC exhibited the lowest levels of OCB. This may help to explain why prior researchers characterize the relationship between commitment and OCB (and other behaviors) as modest (Meyer *et al.*, 2002; Riketta, 2002). In fact, the equity sensitivity differences of the subjects may have been masking this relationship in prior studies. If the sample contains a high percentage of benevolent subjects, a significant relationship between AOC and OCB may not be realized due to the moderating effects of equity sensitivity. Therefore, future affective commitment and OCB research should consider equity sensitivity as an important moderator variable.

From a practitioner standpoint, our findings have important implications for organizations wanting to maximize the citizenship behavior of their members. Assuming that the organization includes members with an entitled orientation, it is critical that managers do things that will serve to increase the affective commitment of these entitled members so they will then engage in significantly more citizenship behaviors. Increasing affective commitment has also been shown to have a negative correlation with withdrawal cognition, turnover intention, and actual turnover, as well as a positive correlation with other important work behaviors like attendance and job performance (Meyer *et al.*, 2002).

How then might an organization best increase the affective commitment of its members to realize these benefits? The meta-analysis of commitment research by Meyer *et al.* (2002) concluded that perceived organizational support is the strongest antecedent of commitment. Organizations can best show support by treating employees fairly and providing supportive leadership. Organizations should train their managers in supportive management techniques and work diligently to create, reward, and maintain a supportive work culture. Affective commitment also correlates strongly with the various forms of organizational justice



(i.e., distributive, procedural, and interactional) and with transformational leadership. Managers should turn to the organizational support literature to implement human resource policies and practices that contribute to building employee commitment (e.g., see Hutchinson, 1997; Meyer and Smith, 2001; Naumann *et al.*, 1999). Organizations should also insure that human resource policies are viewed by employees as fair and implemented in an equitable manner to insure the affective commitment of their entire workforce, but especially for those members who are entitleds. Only then will they realize the potential payoff of increased citizenship behavior from all of their employees.

It is important to interpret our study in light of its limitations. First, it is widely noted that cross-sectional research does not permit causality inferences. OCB is considered a behavioral outcome variable resulting from the attitude of commitment (Meyer *et al.*, 2002); however, our design did not allow testing of this theoretical assumption. Second, participants in the study were students working as members of relatively simple organizations. While this methodology limits external validity, the setting required member involvement for an extended period and being a member of a group with task responsibilities. Such simulation characteristics that increase realism enhance the value of role playing research (Greenberg and Eskew, 1993). This design also helped to increase internal validity. The time-lagged design for collecting data, plus peer ratings for OCB, reduced other validity threats, including percept-percept inflation

and common-method bias. Moreover, laboratory designs allow researchers to test whether something could occur, and such designs are often precursors for field studies (Mook, 1983). Future research should be designed to test these relationships in more complex organizations as opposed to a simulated context comprising students in an academic setting. A study of employees in "real-world" organizations would enhance the generalizability of the results.

Future research may benefit from use of a triadic measure of equity sensitivity developed by Clark *et al.* (2010) instead of the traditional ESI equity sensitivity instrument originally developed by Huseman *et al.* (1985). The triadic measure adds an equity-balanced option to each of the ESI questions in order to better capture the true distribution of benevolents, entitleds, and equity sensitives in the sample. This may serve to overcome the ESI problems related to item development, sample specific scoring, and the inappropriate use of cut scores to determine categories pointed out by Sauley and Bedeian (2000).

In conclusion, this study is a response to calls for focused examination of the relationship between affective commitment and OCB. Our findings indicate that the individual difference variable of equity sensitivity accounts, in part, for the nature of this relationship. Future researchers are encouraged to consider other individual difference variables that may more fully explain the conditions by which affective commitment influences job performance.

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Appendix A

Affective organizational commitment questions

1. I am willing to put in a great deal of effort beyond that normally expected in order to help my team be successful.
2. I talk up my team to my friends as a great team to be in.

3. I feel very little loyalty to this team. (R)
4. I would accept almost any type of job assignment in order to stay in this team.
5. I find that my values and the team's values are very similar.
6. I am proud to tell others that I am part of this team.
7. I could just as well be working for a different team as long as the amount of work was similar. (R)
8. This team really inspires the very best in me in the way of work performance.
9. It would take very little change in my present circumstances to cause me to leave this team. (R)
10. I am extremely glad that I chose this team over the others I was considering joining.
11. There's not too much to be gained by sticking with this team. (R)
12. Often, I find it difficult to agree with this team on important matters relating to its members. (R)
13. I really care about the fate of this team.
14. For me this is the best of all possible teams to be in.
15. Deciding to belong to this team was a definite mistake on my part. (R)

Appendix B

Equity sensitivity instrument

The following questions ask what you'd like your relationship to be like with any organization for which you might work. For each question, divide 10 points between the two answers (a and b) by giving the most points to the answer that is most like you and the fewest points to the answer that is least like you. You can, if you'd like, give the same number of points to both answers. And you can use zeros if you'd like. *Be sure to use all 10 points on each question.* Write your points in the blank next to each letter.

For example: When ordering from a menu, I am more likely to select:

- 8 a. Beef
 2 b. Fish

In any organization where I might work:

5. It would be more important for me to:
 - _____ a. Get from the organization
 - _____ b. Give to the organization
6. It would be more important for me to:
 - _____ a. Help others
 - _____ b. Watch out for my own good

7. I would be more concerned about:
 - _____ a. What I receive from the organization
 - _____ b. What I contribute to the organization
8. The hard work I would do should:
 - _____ a. Benefit the organization
 - _____ b. Benefit me
9. My personal philosophy in dealing with the organization would be:
 - _____ a. If you don't look out for yourself, nobody else will
 - _____ b. It's better to give than to receive

Appendix C

Organizational citizenship behavior

The measure comprises seven dimensions:

1. *Helping Behavior (HB)* – voluntary helping others or preventing problems
 2. *Sportsmanship (S)* – tolerating the inconvenience of work without complaining
 3. *Organizational loyalty (OL)* – spreading goodwill and defending organization goals
 4. *Organizational Compliance (OC)* – Generalized compliance, organizational obedience
 5. *Individual Initiative (II)* – doing one's task roles over and above board
 6. *Civic Virtue (CV)* – attending meetings, reporting hazards, locking doors, etc.
 7. *Self-Development (SD)* – voluntary improvement of skills, knowledge, or abilities.
1. This person often helps other team members without being asked. (HB)
 2. This person can be counted on to prevent problems on his (or her) own volition. (HB)
 3. This person never complains when faced with excessive work. (S)
 4. This person acts childish when faced with extra duties. (S)
 5. This person usually does more work that is required. (II)
 6. This person tries to get by with as little as possible. (II)
 7. This person takes the time to make other team members feel good about the team's project. (OL)
 8. This person would be most likely to criticize the basic purpose and goals of the team. (OL)
 9. This person can always be counted on to follow the rules. (OC)
 10. This person seldom cares about doing what the team wants them to do. (OC)



11. This person always attends meetings. (CV)
12. This person would be least likely to voluntarily do something for the team. (CV)
13. This person enjoys increasing his (or her) skills for the team. (SD)
14. This person is least likely to take the time to learn a new way to do something for the team. (SD)

About the authors

Richard S Allen (Ph.D., University of Pittsburgh) is the UC Foundation Professor of Management at the University of Tennessee at Chattanooga where he teaches management skills at the graduate level and leadership and motivation at the undergraduate level. His research has focused primarily on the areas of equity sensitivity and the strategic use of rewards and human resource practices.

W Randy Evans (Ph.D., University of Mississippi) is an associate professor of Management at the University of Tennessee at Chattanooga where he teaches courses in management concepts, organizational behavior, and human resources management. His research focuses on topics emerging from the intersection of human capital and corporate citizenship issues, including how perceptions of corporate citizenship impact employee job performance. He can be reached at randy-evans@utc.edu.

Charles S White (Ph.D., Arizona State University) is the Hart and UC Foundation Professor of Management. He has taught at the University of Tennessee at Chattanooga since 1981. His area of specialty is organizational behavior. He can be reached at steve-white@utc.edu.