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Proactive personality, stress and voluntary work behaviors

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Proactive Personality, Stress and Voluntary Work Behaviors

by

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Dedication

This Masters Thesis is dedicated to my family, friends, and colleagues, especially my parents, Mualla and Kudret Rodopman, who gave me all that I needed to succeed.

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ABSTRACT

The present study has two primary contributions to the existing literature linking stressors to employee reactions. First, job satisfaction and emotional exhaustion are proposed to mediate the relationship between stressors and both forms of voluntary workplace behaviors, specifically OCB and CWB. A comprehensive framework, which includes both streams of voluntary workplace behaviors (OCB and CWB) will expand the common practice of investigating them separately and helps us better understand the parallel mechanisms linked to OCB and CWB. Secondly, the role of proactive personality will be investigated to gain insights into how it relates to job attitudes and voluntary work behaviors. We will have new look at the dispositional antecedents of OCB and CWB by investigating how proactive people react, feel, and behave in the organizational context.

Introduction

People engage in a variety of behaviors in the workplace in addition to their task performance (Borman & Motowidlo, 1993; Dalal, 2005). Such behaviors that are considered non-task performance influence the context in which tasks are performed and are under discretion of the individual (Organ, 1997). Organizational citizenship behavior (OCB) involves actions that contribute to the organizational, social, and psychological environment in the organization (Organ, 1997) and includes acts such as helping coworkers, demonstrating effort, and offering ideas to improve things. Counterproductive work behavior (CWB), on the other hand, concerns intentional actions to harm the organization or its members (Fox & Spector, 1999) and includes acts such as theft, verbal abuse, withholding of effort, stealing, and physical assault. Since they are recognized as part of a broad conception of performance that goes beyond assigned tasks, there has been a growing interest in exploring OCB and CWB (Rotundo & Sackett, 2002). Research has shown that OCB is typically associated with positive outcomes for the organization and for the individual such as organizational commitment and higher performance ratings (Motowidlo & Van Scotter, 1994; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In contrast, CWB is typically associated with negative outcomes for the organization and for the individual such as financial losses and poor well being (Penney & Spector, 2002). Therefore, it is important to gain insights into OCB and CWB a) to study the multidimensionality of performance and to advance the models of performance b) to improve practical applications that aim at increasing OCB and at decreasing CWB.

The current study is instigated by two recent trends in IO-psychology. There is a growing body of research to investigate OCB and CWB simultaneously. Up to date, there have been only a few studies which included both aspects of non-task performance,

namely OCB and CWB (Dunlop & Lee, 2004; Lee & Allen, 2002; Miles, Borman, Spector, & Fox, 2002; Rotundo & Sackett, 2002). One objective of the current study is to investigate the antecedents and processes leading to two different kinds of work behaviors in a common framework. Specifically, a stressor-strain framework was utilized to draw parallels between the two constructs and to examine the dynamics between the environmental stressors and OCB/CWB. The current study also recognizes the recent emphasis on positive aspects in the workplace advanced under the rubric of 'positive psychology' (Seligman & Csikszentmihalyi, 2000). OCB and CWB can be considered as adaptive responses (Dalal, 2005) to environmental stressors. This adaptation process can be influenced by personality. Especially in the CWB literature, there have been few studies which assessed the personality correlates of voluntary behaviors with a 'positive spin' such as conscientiousness and agreeableness (Ones, Viswesvaran & Schmidt, 1993). Proactive personality is a new personality construct which refers to an individual difference in the tendency to change the environment to be in line with the needs and goals of the individual (Bateman & Crant, 1993). Research has shown that proactive personality has a positive impact on task performance (Crant, 1995; Thompson, 2005), but there is lack of studies which considered other aspects of performance. There is only one longitudinal study (Seibert, Kraimer & Crant, 2001) that found no relationship between proactive personality and voice behavior (a specific type of OCB); and no published study on the relationship between proactive personality and CWB. Therefore, the other objective of the current study is to examine the role of proactive personality in the processes that link stressors to strains such as OCB and CWB. The current study is the first study that examines the relationship between proactive personality and both aspects of non-task performance (i.e., OCB/CWB) in the same framework. In sum, the

present study has two primary contributions to the existing literature on non-task performance as well as to the theoretical and empirical work that links stressors to employee reactions. First, a comprehensive stressor-strain framework, which includes both streams of workplace behaviors (OCB and CWB) will advance the common practice of investigating them separately and helps us better understand the parallel mechanisms linked to OCB and CWB. Specifically, job satisfaction and emotional exhaustion are proposed to mediate the relationship between stressors and both forms of workplace behaviors. Secondly, the role of proactive personality will be investigated to gain insights into the dispositional antecedents of OCB and CWB by looking at how proactive people react, feel, and behave in the organizational context.

First, I will provide a literature review of the OCB and CWB. Second, I will offer a stressor-strain framework to integrate both type of behaviors and review certain job stressors as common antecedents. Then, I will present evidence for the role of job satisfaction and emotional exhaustion in linking stressors to OCB and CWB. Lastly, I will focus on proactive personality to draw a clear picture of its role in the stressor-strain relationship.

Organizational citizenship behavior

Employees who contribute to the organization beyond their job requirements are valuable assets for themselves as well as for the organization. Productive behaviors that are intended to help people or the organization are considered organizational citizenship behavior (OCB) (Organ, 1997). These activities contribute to the psychological and social environment of the workplace and to the organization's productivity by allowing the company to adapt to change and its workers to cooperate (Smith, Organ, & Near, 1983). OCB is conceptually similar to other constructs such as pro-social behaviors

(Brief & Motowidlo, 1986), contextual performance (Borman & Motowidlo, 1993) and organizational spontaneity (George & Brief, 1992).

In the literature, there have been different categorizations of OCB. Smith, Organ, and Near (1983) identified two factors: altruism and generalized compliance. Organ proposed a five-factor model including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (1995). Van Dyne and LePine (1998) suggested helping behavior and voice behavior as two types of OCB. They defined helping behavior as 'promotive behaviors which emphasizes small acts of consideration' (p.109). Voice behavior was defined as "promotive behaviors that emphasize expression of constructive challenge intended to improve rather than merely criticize (Van Dyne & LePine, 1998, p.109). Williams and Anderson (1991) defined OCB by its target. Interpersonal OCB (OCBI) is directed at coworkers (e.g., helping others), whereas organizational OCB (OCBO) targets the organization (e.g., enhancing the reputation of the organization).

In terms of antecedents, OCB has been related to organizational characteristics (e.g., group cohesiveness), leadership behaviors and employee attitudes such as job satisfaction (Podsakoff et. al, 2000). Other predictors include perceived justice (Organ & Ryan, 1995), perceived organizational support and organizational commitment (Moorman & Byrne, 2005).

There are also dispositional antecedents of OCB. Helpfulness, empathy, agreeableness, positive affect and conscientiousness have been found to predict OCB (Allen, Facteau, & Facteau, 2004; Podsakoff et al., 2000). Furthermore, Borman, Penner, Allen and Motowidlo (2001) reported that internal locus of control, collectivism and personal initiative (a conceptually similar construct to proactive personality) are positively associated with OCB.

Counterproductive work behavior

Besides prosocial behaviors, people also engage in antisocial behaviors in the workplace. These intentional acts to harm the organization or its members are considered counterproductive work behavior (CWB) (Spector & Fox, 2002) and includes acts such as theft, sabotage, verbal abuse, and work slowdowns (Penney & Spector, 2002). CWB is conceptually similar to constructs such as work aggression (Fox & Spector, 1999; Neuman & Baron, 1998; Spector, 1978), deviance (Robinson & Bennett, 1995), antisocial behavior (Giacalone & Greenberg, 1997), retaliation (Skarlicki, Folger, & Tesluk, 1999), or revenge (Bies, Tripp, & Kramer, 1997).

Like OCBs, CWBs can be differentiated according to the target of the behavior (Spector & Fox, 2002). Robinson and Bennett (1995) identified two types of workplace deviance. Certain counterproductive work behaviors are aimed at other persons in the organization (CWBP), while other behaviors target the organization (CWBO). For example, employees may verbally abuse a coworker (CWBP) or steal from the organization (CWBO). Greenberg and Barling (1999) found that situational factors and dispositional factors predict aggression against different targets, such that workplace factors predicted violence against a supervisor, whereas person factors predicted violence against a coworker.

Situational antecedents of CWB include job stressors such as role ambiguity, role conflict, injustice, organizational constraints and interpersonal conflict (Chen & Spector, 1992; Spector & Fox, 2002). According to aggression-frustration model, frustration in response to stressors is an important predictor of CWB (Fox & Spector, 1999). In one study, Cropanzano, Howes, Grandey, and Toth (1997) found that antagonistic behaviors (e.g., arguing with coworkers and spreading rumors or gossip about coworkers) were

negatively related to organizational support and positively to organizational politics. Other studies looked at the influence of the supervisor and work group on the level of CWB. Supervisory and work group norms (Greenberg & Scott, 1996) and work group level of CWB coupled with task interdependence of group members (Robinson & O'Really, 1998) have been found to affect individual levels of CWB. Moreover, several reviewers agree that job satisfaction and perceived justice are among the key antecedents of CWB and are associated with low levels of CWB (e.g. Jockin, Arvey, & McGue, 2001; Martinko, Gundlach, & Douglas, 2002).

CWB also has dispositional antecedents. Trait anger and trait anxiety have been shown to be positively related to CWB (Aquino, Lewis, & Bradfield, 1999; Fox & Spector, 1999; Fox, Spector, & Miles, 1999). Ones et al. (1993) found that integrity tests that assessed conscientiousness, agreeableness and emotional stability were negatively related to CWB. Other studies reported Machiavellianism (Bennett & Robinson, 2000), locus of control (Perlow & Latham, 1993; Storms & Spector, 1987), negative affectivity, and agreeableness (Skarlicki, Folger, & Tesluk, 1999) and narcissism (Penney & Spector, 2002) as predictors of CWB.

Integration of citizenship behaviors and counterproductive work behaviors

The three main domains of job performance include task performance, contextual performance (i.e., citizenship behaviors) and counterproductive work behaviors (Rotundo & Sackett, 2002). Recently, there have been attempts to explore OCB and CWB in a parallel fashion (Dunlop & Lee, 2004; Lee & Allen, 2002; Miles, Borman, Spector, & Fox, 2002). OCB and CWB have been concluded to be distinct construct. In a meta-analysis on the OCB-CWB relationship, Dalal (2005) reported a moderate negative relationship between the two constructs. Similarly, Kelloway, Loughlin, Barling and

Nault (2002) concluded that OCB and CWB represent two unique factors. There are three main areas in which OCB and CWB are distinct: 1) They differ in the degree of discretion. Whereas all types of CWB are agreed to be more under the discretion of the person, there is debate to which extent some of OCB (e.g., helping coworkers) are voluntary. Research has shown that citizenship behaviors are taken into account by supervisors during performance appraisal, therefore they are rewarded and some are considered to be in-role job performance, therefore required (Organ, 1997). 2) OCB and CWB may have different antecedents. For example, Miles at al. (2002) found that trait anger was significantly positively related to CWB, but not to OCB. 3) Researchers identified different motives for OCB and CWB. Rioux and Borman (2001) identified prosocial values, organizational concern and impression management as motive for engaging in citizenship behaviors. Meanwhile, Penney and collagues (2006) suggested that people engage in CWB due to motives related to boredom, retaliation and influencing others.

Despite the differences between OCB and CWB, theory and research suggests that the productive and counterproductive aspects of job performance share similarities. 1) They have some common antecedents. Dalal (2005) listed job satisfaction, perceived justice, positive affectivity, negative affectivity, conscientiousness as predictors of both OCB and CWB. 2) Both behaviors are different from task performance in that they have more room for voluntariness. While task performance presents a 'strong situation', non-task performance (i.e., contextual performance and counterproductive performance) can be interpreted as a 'more weak situation'. Individuals may perceive more control over their choices in the nature and intensity of OCB and CWB. Therefore, conditions or antecedents that create opportunities for voluntary behaviors will affect both OCB and

CWB. 3. Research has shown that individuals who report high levels of stressors report less OCB and more CWB (Miles et. al, 2002; Spector & Fox, 2002). Therefore, a stressor-strain model provides a promising framework.

Social exchange theory has been utilized to explain how various factors including stressors affect behaviors in the workplace (Cropanzano et al., 2003; Tekleab et al., 2005). Social exchange theory posits that people will reciprocate the 'good' done to them (Cropanzano, Rupp & Byrne, 2003). In contrast, when people feel that the rules of social exchange between the employee and the organization are not held, they react to restore the balance between their inputs and the outcomes they receive. Therefore, when the organization does not engage in proper social exchange (i.e., violations of psychological contract), individuals will feel less responsible to engage in productive behaviors to help the organization and its members (low OCB) and may respond by engaging in destructive behaviors (high CWB).

The general framework

The stressor-strain model (Spector & Fox, 2002) offers a promising framework to investigate OCB and CWB simultaneously. Lazarus and Folkman (1986) defined stress as 'a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being' (p.19). According to their transactional stress model, people monitor and appraise the environment. Then, people interpret situations based on their perceptions and make decisions about their behaviors. Those behaviors in response to stress can be either helpful (organizational citizenship behavior/OCB) or harmful (counterproductive behavior/CWB) to the organization and people in the organization (Miles et. al; 2002). Research has shown that stressors are associated with both OCB and CWB, but in

opposite directions (Cropanzano et al., 2003; Dalal, 2005; Penney & Spector, 2002). Specifically, when people face stressors, they are less likely to engage in OCB and more likely to engage in CWB (Miles et al., 2002).

The person-environment fit model provides additional support for this framework (Edwards, 1991). According to this model, stress occurs from an incongruity between the individual and the environment. There are two types of misfit. There can be lack of fit between the demands of the environment and the abilities and competencies of the person. Also, there can be lack of fit between the needs of the person and supplies from the environment (Sonnentag & Frese, 2003). Strain increases as demands exceed abilities and as needs exceed supplies. When people are faced with stressors (e.g., constraints, injustice, and role stressors) in the workplace, they experience strain due to the misfit between the environmental conditions and individual's resources. In the case of behavioral strain, people will respond by low levels of OCB and high levels of CWB (Miles et al., 2002).

People can face many different kinds of stressors in the workplace. The present study will focus on particular stressors that allow for the operation of the proactive personality. In other words, the effects of these stressors can be reduced by direct action to change the environment, which constitutes the typical tendency of proactive people.

Organizational constraints are situations at work that inhibit task performance (Peters and O'Connor, 1980). Spector (1978) suggested certain job conditions interfere with the successful completion of tasks. Examples of constraints include insufficient: (a) job-related information, (b) tools and equipment, (c) materials and supplies, (d) budgetary support, (e) required services and help from others, (f) task preparation, (g) time availability, and (h) work environment (Peters & O'Connor, 1980). The stress-frustration

model advanced by Fox and Spector (1999) suggests that since constraints prevent goal achievement, people experience stress and frustration. According to the Fox-Spector stressor-emotion-CWB model, stressors lead to negative emotions, which result in CWB. Constraints have been positively correlated with both frustration and CWB (Chen & Spector, 1992; Fox & Spector, 1999). Conversely, constraints were negatively correlated with OCB (Miles et al., 2002).

Organizational justice concerns the fair treatment of people in organizations (Jex, 2002). The literature identifies three types of justice. Distributive justice refers to the perceived fairness of the outcomes (Moorman & Byrne, 2005) received by self and others from an employer. Procedural justice refers to the perceived fairness of the processes and decisions that determine organizational outcomes independent of the fairness of the actual outcomes received (Thibaut & Walker, 1975). Interactional justice as part of procedural justice refers to the perceived fairness of interpersonal treatment by a supervisor (Bies, 2005).

Justice perceptions affect people's attitudes and behaviors. Justice has been related to organizational commitment (Cohen-Charash & Spector, 2001) and intentions to turnover and actual turnover (Tekleab, Takeuchi, & Taylor, 2005). Research has shown that when people feel fairly treated, they are more likely to engage in OCB (Organ & Ryan, 1995). According to a meta analysis by Cohen-Charash and Spector (2001), procedural justice and distributive justice predicted OCB. In one study, perceived justice (e.g. procedural justice) was positively related to OCB towards the organization, but not OCB towards individuals (Lee & Allen, 2002).

People perceive injustice as a stressor. In the study by Judge and Colquitt (2004), psychological strain correlated with procedural justice (r= -.14), distributive justice (r= -

.15) and interactional justice (r=-.21). In line with the stressor-emotion model, distributive justice and procedural justice were negatively related to negative emotions and CWB (Fox et al., 2001). Specifically, procedural justice correlated -.26 and -.15 with CWB-organizational and CWB-personal respectively, whereas distributive justice was only related to CWB-O (r= -.17). In another study, Skarlicki, Folger and Tesluk (1999) found that all three types of justice (procedural, distributive, and interactional justice) were related negatively to organizational retaliatory behavior (r= -.51, r=-.40, r= -.49 respectively).

Role ambiguity refers to the extent to which an individual is uncertain about what is expected of him or her (Kahn, Wolfe, Quinn, Snoek, & Rosenthal; 1964). Schaubroeck, Ganster, Sime and Ditman (1993) suggested that there is a role-making process between the role senders and role receivers. In this process, the behaviors of individuals are important in shaping and clarifying one's role. As part of socialization process newcomers try to learn about their role's purpose and relationship to other roles (Kammeyer-Mueller & Wanberg,, 2003). Ambiguous situations with unclear role expectations may make it difficult for individuals to decide where to direct their efforts and may result in confusion and dissatisfaction (Miller & Jablin, 1991). One of the ways to overcome role ambiguity is to engage in proactive behaviors such as information seeking. In a meta analysis, Jackson and Schuler (1985) reported that role ambiguity correlated negatively with job satisfaction and positively with tension and anxiety. Netemeyer, Burton, and Johnston (1995) found that role ambiguity has direct negative effects on job satisfaction independent of tension. Furthermore, role ambiguity relates to reports of CWB classified as aggression, hostility, sabotage, and theft (Chen & Spector, 1992).

The mediating role of job satisfaction

Events in the environment affect people's attitudes, which in turn influence behaviors such as OCB or CWB (Reese, 2004). Job satisfaction refers to one's contentment with the job and aspects of the job (Fox & Spector, 2002). If people have positive experiences at work (e.g., supervisor support), their job satisfaction increases. In contrast, continuous exposure to stressors will accumulate and lead to dissatisfaction. In one study (Gottfredson & Holland, 1990), individuals who experienced role ambiguity (r= -.22) due to the lack of person-job fit reported low levels of job satisfaction. The meta analysis by Cohen-Charash and Spector (2001) indicated that procedural justice and distributive justice are negatively associated with job satisfaction. Judge and Colquitt (2004) found that all types of justice were negatively related to psychological strain and were positively associated with job satisfaction reported by the individual as well as job satisfaction reported by the significant other. Furthermore, Tekleab, Takeuchi and Taylor (2005) found that procedural justice and interactional justice were positively related to job satisfaction after three years.

In the literature, job satisfaction has been found to be a predictor of both OCB and CWB. When employees are satisfied with their jobs, they are more likely to engage in helping behaviors and less likely to engage in harmful behaviors. LePine, Erez and Johnson (2002) found that job satisfaction is positively related to OCB. Organ offered two explanations for the relationship between job satisfaction and OCB (Organ, 1997). First, employees who feel fairly treated are likely to engage in OCB to maintain equilibrium between them and the organization. In line with the tenets of social exchange theory (Cropanzano et al. 2003), employees reciprocate fairness by engaging in citizenship behaviors. Second, employees in a positive mood due to their job satisfaction

are more likely to engage in OCB. In the case of CWB, Duffy, Ganster and Shaw (1998) found that job satisfaction was negatively correlated with CWB (r= -.24). Gottfredson and Holland (1990) not only reported a similar relation between the two variables (r= -.43), but also indicated that CWB was correlated with expected satisfaction (r=-.23). The frustration-aggression model suggests that stressors at the workplace lead to feelings of frustration, which result in harmful behaviors. In line with this model, Fox and Spector (1999) found that job satisfaction was negatively related to frustration (r= -.41) and CWB (r= -.37). Furthermore, social exchange theory posits that psychological contract violations influence attitudes individuals have towards their organizations. In support of this assertation, Tekleab et al. (2004) found that with psychological contract violations (a CWB correlate) was associated negatively job satisfaction after three years.

The mediating role of emotional exhaustion

Both OCB and CWB require energy that translates into a motivational state and leads to action. However, continuous exposure to stressors may result in burnout and depletion of energy (Sonnentag & Frese, 2003). According to Maslach's model (1982), burnout has three components. Depersonalization refers to a type of "interpersonal distancing and lack of connectedness with one's coworkers and clients" (p.160). Diminished personal accomplishment involves a negative evaluation of the self. Emotional exhaustion is a "chronic state of emotional and physical depletion" (p.160). Shirom (1989) claimed that emotional exhaustion best captures the core meaning of burnout. Research has shown that emotional exhaustion exhibited a stronger relationship

than depersonalization and diminished personal accomplishment with important outcomes such as OCB (Cropanzano et al.; 2003).

The conversation of resources theory by Hobfoll and Freedy (1993) suggests that burnout occurs when certain resources are lost or inadequate to meet demands. Role ambiguity and stressful events are among the major demands at work. Control and participation in decision making are among the resources. In their meta analysis, Lee and Ashforth (1996) indicated that emotional exhaustion related positively to role ambiguity (r= .21) and stressful events (r= .52). Tepper (2000) found that in a sample of city residents all three types of justice were related to depression and emotional exhaustion. In addition to being a 'personal cost' due to stressors, emotional exhaustion may have an adverse impact on voluntary behaviors. Emotional exhaustion may signal a violation of the psychological contract between the employee and the employer, because it is an undesirable experience and often seen as unjustified. Employees may be apt to resent the organization that overworks them to the point of emotional exhaustion, therefore perceive the organization's actions as unfair. The resulting low-quality social-exchange relationship may lead to more CWB and less OCB. Indeed, Cropanzano, Rupp and Byre (2003) found that emotional exhaustion led to a decrease in organizational commitment, which in turn predicted low levels of task performance, organizational citizenship behaviors directed at the organization and directed at the supervisor.

The role of proactive personality

Proactive personality refers to a stable tendency to take action to influence the environment (Crant, 2000). Bateman and Crant (1993) described the individual high in proactive personality as "one who is relatively unconstrained by situational forces and who effects environmental change"(p. 105). Proactive people identify opportunities and

act on them, look for ways to improve their environments and their own lives. They show personal initiative in a broad range of activities and persevere until they bring about change. In contrast, nonproactive people are passive and reactive. They tend to adapt to the circumstances rather than change them.

Proactive personality has been found to be a unique construct, unrelated to locus of control and mental ability, and only moderately related to need for achievement and need for dominance (Bateman & Crant, 1993). Researchers also looked at common features between proactive personality and Big Five. Only the dimensions of conscientiousness and extraversion have been found to be related to proactive personality, but the proactive personality explained 8% additional variance in performance after controlling for conscientiousness and extraversion in real estate agents (Crant, 1995).

In his extensive review of proactive behavior literature, Crant (2000) compared proactive personality and personal initiative as antecedents of proactive behaviors. Personal initiative captures a behavioral tendency to take an active, self-starting approach to work and go beyond formal job requirements (Frese, Fay, Hilburger, Leng, & Tag, 1997). Both proactive personality and personal initiative stand out as dispositions to engage in proactive behaviors. Frese (1997) noted that personal initiative is theoretically similar to proactive personality and differs from it largely on the data collection method. Whereas proactive personality is measured via self-report surveys, personal initiative is measured via personal interviews.

Proactive personality has been found to be associated with high performance (Crant, 1995; Thompson, 2005), high career satisfaction (Seibert, Crant, and Kraimer; 1999), participation in organizational initiatives (Parker, 1998) and the degree of

constructive environmental change revealed in essays of participant' most significant personal achievements and involvement in proactive community service activities (Bateman & Crant, 1993). Kammeyer-Mueller and Wanberg (2003) found that proactive personality was related to positive outcomes such as task mastery, role clarity, work group integration, and political knowledge during the socialization of newcomers in the workplace. Furthermore, Bell and Staw (1989) suggested that proactive people may influence decisions affecting their pay, promotions, and the distribution of other organizational rewards.

There is only one study that looked at the relationship between proactive personality and stress. The findings by Parker and Sprigg (1999) have shown that proactive personality is negatively associated with job strain in demanding jobs. Proactive employees reported lower levels of job strain than non-proactive employees especially when there was high control over job demands (i.e., production problems, or unplanned scheduling changes). However, job control correlated with proactive personality significantly (r=.22). The researchers reasoned that proactive employees self-select themselves into more autonomous roles or created more autonomy for themselves within their existing jobs, such as volunteering for supervisory duties. Little is known about what proactive people do when they face stressors other than job demands due to production problems.

The literature points out basically two ways proactive people may successfully deal with stressors in the workplace. First, they engage in behaviors directly related to stress-reduction by focusing on the source of stress. Coping is defined as "activities undertaken to master, tolerate, reduce, or minimize environmental and intrapsychic demands perceived to represent potential threats, existing harm, or losses" (Lazarus &

Folkman, 1991, p.19). Problem-focused coping includes problem-solving behaviors that aim directly to change the stressor, other aspects of the environment, or one's own behavior. Emotion-focused coping refers to attempts to manage cognitions or emotions directly. In the literature, problem-focused coping is typically associated with more favorable outcomes than emotion-focused coping (Parkes, 1990). Bateman and Crant (1993) proposed that proactive people will use problem focused strategies for coping with stressful demands. In addition, Parker and Sprigg (1999) suggested that proactive people are more likely to engage in active coping, which is the "attempt to come to grips with problems at work by cognitively analyzing the situation and/or by concrete action in order to solve or overcome the problem" (p. 927). Proactive people may alter their own work methods, procedures, and task assignments. Furthermore, proactive personality is also associated with a proactive coping strategy, in which people anticipate problems beforehand and take action to prevent problems from occurring (Aspinwall & Taylor, 1997). Crant (2000) asserted that proactive people are more likely to exert control over their work situations and therefore understand contingencies in their environments and anticipate changes as well as future problems.

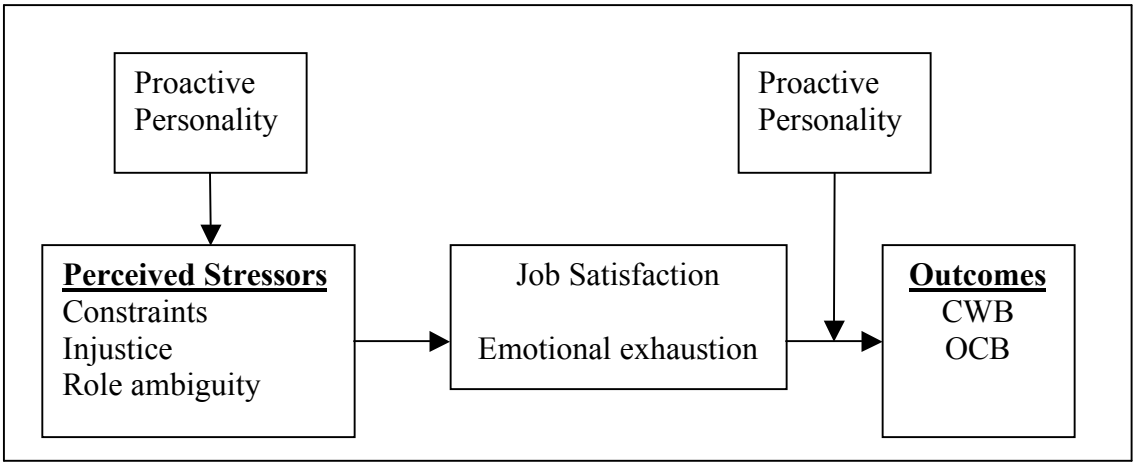
The other way proactive people deal with stressors is to utilize other resources not directly related to stressors. For example, proactive personality affects personal control feelings (Crant, 2000). Bell and Staw (1989) claim that personality, through the process of personal control, can ultimately affect outcomes that appear to be determined by environmental forces. Consistent with theories of personal control, more proactive people should have a greater sense of self determination and self- efficacy in their work lives (Seibert at al., 2001). The proactive personality also predicts role breadth self-efficacy, which refers to employee's perceived capability of carrying out a broader and more

proactive set of work tasks that extend beyond prescribed technical requirements (Parker, 1998). Perceived control and self efficacy as correlates of proactive personality influence affective reactions and psychological well-being of individuals. Moreover, proactive people will do more to select work environments that match their vocational needs and values. Strong support has been found for the positive effects of person-organization fit on work attitudes and affective outcomes (Kristof, 1996).

The current study and Hypotheses

The present study will focus on the connection of stressors, strains and personality with CWB and OCB. There are two major aims of the current study. First, I will look at job satisfaction and emotional exhaustion as potential mediators between perceived stressors (organizational constraints, injustice and role ambiguity) and voluntary workplace behaviors (OCB and CWB). Secondly, I will investigate the direct effect and the moderating role of proactive personality in the process and in the outcomes. The proposed model is presented in

Figure 1. Conceptual model for the current study



Stressors such as constraints, injustice and role ambiguity are common in the workplace, Organizational constraints have been related to both OCB and CWB (Penney & Spector, 2002). Injustice has been consistently related to job dissatisfaction, emotional exhaustion, low levels of OCB and high levels of CWB (Spector & Fox, 2002; Tepper, 2000). Role ambiguity has been related to CWB, whereas there is limited research about its relation to OCB. The current study aims at combining findings from separate streams of research to fill the gaps and determining the common antecedents of both voluntary workplace behaviors. To provide a foundation of the proposed model (i.e., stressor-strain framework), the first step involves a replicating findings that related stressors to various strains. Accordingly, the experience of stress leads to job dissatisfaction, emotional exhaustion and negative behavioral outcomes, whereas low levels of perceived stress leads to positive outcomes.

Hypothesis 1a: Perceived stressors (organizational constraints, injustice and role ambiguity) will be negatively related to job satisfaction and OCB.

Hypothesis 1b: Perceived stressors (organizational constraints, injustice and role ambiguity) will be positively related to emotional exhaustion and CWB.

Job satisfaction has been related to various job strains including OCB and CWB (Fox & Spector, 1999; LePine, Erez & Johnson, 2002). However, few studies investigated both behaviors in the same framework. Furthermore, there is limited research on the mediating role of job satisfaction between stressors and voluntary work behaviors; although there is strong theoretical support for such a role. Not only will job satisfaction will be related to positive behaviors, it will mediate the relationship between stressors and OCB/CWB.

Hypothesis 2: High levels of job satisfaction will be associated with high levels of OCB and low levels of CWB.

Hypothesis 3: Job satisfaction will mediate the relations between stressors and OCB/CWB.

The comprehensive model will also integrate emotional exhaustion as a new mechanism that links stressors to voluntary work behaviors. There is substantial evidence that emotional exhaustion leads to lower levels of OCB (Cropanzano et al., 2003). However, there is no study which specifically looked at the relationship between emotional exhaustion and CWB. In a study, Cropanzano, Howes, Grandey, and Toth (1997) related CWB to high levels of job tension, somatic tension, fatigue, and overall burnout. Not only will emotional exhaustion will be related to negative behaviors, it will mediate the relationship between stressors and OCB/CWB.

Hypothesis 4: High levels of emotional exhaustion will be associated with low levels of OCB and high levels of CWB.

Hypothesis5: Emotional exhaustion will mediate the relations between stressors and OCB/CWB.

When people believe that they can change the sources of stress in the environment, they will perceive fewer stressors. Proactive personality refers to a disposition to take action to influence and change the environment. There is only one study which investigated how proactive people respond to stressors. Parker and Sprigg (1999) found that when job demands increase more proactive people experienced lower levels of job strain than less proactive people. There is no research which examined how proactive personality influences perceived stressors when people deal with stressors other than problems with production.

According to the stress model by Lazarus and Folkman (1991), people monitor and appraise the environment. Therefore, people perceive the objective environment differently depending on situational and personal factors (Fox et al., 2002). Since proactive people have high control feelings and tend to change the environment according to their needs and goals (Crant, 2000); they may perceive fewer stressors than nonproactive people. Organizational constraints are among the common stressors in the workplace. Proactive people are assumed to be "unconstrained by situational forces" by definition (Crant, 2002, p.24). Seibert et al. (2001) described a proactive individual as a person who creates positive change in his or her environment in spite of organizational constraints. For example, when proactive people have insufficient information, they talk to other people and engage in information gathering. Another stressor in the workplace is injustice. Proactive people may have different perceptions of organizational justice than others. First, proactive people may self-select themselves into high justice organizations. Second, proactive people engage in organizational initiatives that influence organizational processes. For example, they may join committees which shape the policies and procedures regarding fairness. In that way, they may perceive the procedures

to be fair (procedural justice). Third, Bell and Staw (1989) suggested that proactive people may affect supervisor's performance ratings as well as promotion and pay decisions. Therefore, proactive people may perceive higher fairness in how the rewards are allocated (distributive justice). Regarding role stressors, proactive personality is associated with role clarity (Kammeyer-Mueller et al. 2003). The role-making process leaves room for personal initiatives to clarify one's role in the organization. Proactive people will take the opportunities to minimize role ambiguity. Research has shown that proactive people can better deal with role ambiguity (Crant, 2000). For example, they engage proactive behaviors such as information seeking and try to learn about the requirements of their job and roles.

Hypothesis 6: Proactive personality will be negatively related to organizational constraints, injustice and role ambiguity.

There is a lack of research on the relationship between proactive personality and job satisfaction in a stress context. A recent study (Erdogan & Bauer, 2005) indicated that proactive personality was positively related to job satisfaction when person-organization fit is high. Proactive personality is associated with more career satisfaction (Seibert et al., 2001), which is highly correlated with job satisfaction. One of the most consistent findings in stress literature is that stressors decrease job satisfaction (Sonnentag & Frese, 2003). Highly proactive people are less likely to passively adapt to the stressors, but they strive to change them, thus they are more likely to experience lower levels of certain stressors. Furthermore, when they experience them, they are likely to respond more constructively. Proactive people also strive to improve their lives. Therefore, they are more likely to be satisfied with their jobs.

Hypothesis 7: Proactive personality will be positively related to job satisfaction.

Although there is strong evidence that each of the stressors leads to emotional exhaustion, no study looked at the influence of proactive personality in this process. Emotional exhaustion occurs when people cannot deal with stressors effectively and when resources are inadequate to meet the demands from the environment. The literature suggests that proactive people use all types of constructive coping strategies such as problem focused coping and proactive coping to deal with stressful experiences (Crant, 2000). Moreover, they have additional resources to counterbalance the effects of stress such as increased feelings of control and self efficacy (Parker et al., 1999; Parker, 1998). Since proactive people have better ways and more resources to deal with the stressors, they are less likely to experience emotional exhaustion.

Hypothesis 8: Proactive personality will be negatively related to emotional exhaustion.

Although research has shown that proactive personality is related to higher in-role performance (Thompson, 2005), little is known about the voluntary workplace behaviors of proactive people. Crant (2000) urged researchers to study proactive behaviors in new contexts. He reasoned that it seems likely that "proactive behavior would be relevant to the exhibition and effectiveness" of especially OCB (p. 455). In one study, Seibert et al. (2001) looked at some extra-role behaviors, which are considered beyond job requirements. They found evidence that proactive people engaged in more innovation activities, but not voice behavior. Proactive personality is associated with personal initiative, which has been shown to be an antecedent of OCB (Allen et al., 2004; Crant, 2000). There is no research, which looked at the relationship between proactive personality and negative behaviors such as CWB. However, some theoretical and empirical work suggests a link between proactive personality and CWB. A recent study

by Diefendorff (2005) indicated that CWB was negatively associated with achievement motivation, which has also been related to proactive personality previously (Crant et al., 1993). Since CWB contributes to performance appraisal decisions by supervisors (Rotundo & Sackett, 2002), proactive employees will motivated to engage in less CWB. For both voluntary behaviors, control perceptions are important such that control perceptions increase the likelihood of positive behavior and reduce the likelihood of negative behaviors (Spector & Fox, 2002). Proactive people perceive more personal control (Crant, 2000). As a result of all these positive experiences, proactive people are likely to experience more job satisfaction and less emotional exhaustion than less proactive people. Therefore, they are more likely to engage in OCB and less likely to engage in CWB.

*Hypothesis 9***:** Proactive personality will be positively related to OCB.

Hypothesis 10: Proactive personality will be negatively related to CWB.

Proactive people may act differently in the face of negative experiences such as job dissatisfaction and burnout. When faced with job dissatisfaction/burnout, proactive people will be more constructive, and engage in constructive rather than destructive acts. They will take initiative to deal with their negative experiences, whereas less proactive people will remain passive in solving their problems and may be prone to engage in fewer constructive act and more destructive acts.

*Hypothesis 11a***:** Proactive personality will moderate the relationship between job satisfaction and OCB/CWB. Proactive people respond to job dissatisfaction with more OCB and less CWB than nonproactive people.

Hypothesis 11b: Proactive personality will moderate the relationship between emotional exhaustion and OCB/CWB. Proactive people will respond to emotional exhaustion with more OCB and less CWB than nonproactive people.

Method

Participants

One hundred seventy-eight employees participated in the current study. One hundred twenty-eight individuals were support employees at the University of South Florida, and held a variety of job titles such as program assistant, accountant, and librarian. Fifty individuals were employed psychology students and received extra credit for their participation. The overall sample consisted of 146 (82%) females and 30 males (17%), average age was 40 (*SD* = 15.73), average organizational tenure was 9.7 (*SD* = 9.1) years and average position tenure was 6.5 (*SD* = 6.8) years. Seventy-seven percent (*n* = 137) of the participants were Caucasian/White, 8.4% (*n* = 15) were African-American/Black, 7.8% (*n* = 14) were Hispanic, and 5.6% (*n* = 10) were from other minority groups. Employees worked on average 37.25 hours per week (*SD* = 8.6); 58 of them (33%) held managerial jobs. Participation was voluntary and all participants were informed that records would be kept confidential. Furthermore, 118 coworkers completed matched surveys on employee's behaviors resulting in 100 pairs of reports for employees and 18 pairs for employeed students.

*Measure*s

A two-source (employee and coworker) survey design was used for the current study. The employee survey included measures of job stressors (organizational

constraints, role ambiguity and injustice), job satisfaction, emotional exhaustion and voluntary work behaviors (OCB and CWB). The coworker survey included measures of organizational constraints, OCB and CWB (See Appendix A and B).

Organizational Constraints. The Organizational Constraints Scale (OCS) developed by Spector and Jex (1998) was used to measure conditions at work that interfere with task performance. The scale consists of 11 items based on the constraints identified by Peters and O'Connor (1980).Respondents indicated how often they found it difficult or impossible to do their job because of each constraint (e.g., insufficient information). Five response choices range from "less than once per month or never" to "several times per day." The coefficient alpha for this scale was .85.

Role ambiguity. Role ambiguity was measured using a 6-item scale by Rizzo, House, and Lirtzman (1970). Participants reported the extent that they agree with each item on a 7-point Likert scale (1=strongly disagree and 7=strongly agree). Lower scores indicated role ambiguity. A sample item is 'I know exactly what is expected of me' (reverse coded). The coefficient alpha for this scale was .88.

Justice Perceptions. Organizational justice was assessed with distributive and procedural justice scales reported in Moorman (1991). Distributive justice was measured by the Distributive Justice Index, originally developed by Price and Mueller (1986). Participants used a 5-point scale to report their perceptions of how fairly they are rewarded considering various aspects of their job. Five response choices range from 1 = "very unfairly" to 5 = "very fairly". Procedural justice was measured with a 12-item scale by Moorman (1991). Response choices range from 1 = "strongly disagree" to 5 = "strongly agree". Higher scores represent greater perceived levels of justice. The reliabilities for distributive justice and procedural justice were .96 and .88, respectively.

Job Satisfaction. A three-item measure from the Michigan Organizational Assessment Questionnaire (Camman, Fichman, Jenkins, & Klesh, 1979) was used to assess job satisfaction. The three items assess overall job satisfaction using a 6-point scale Higher scores indicate more job satisfaction. The coefficient alpha for this scale was .87.

Emotional exhaustion. Emotional exhaustion was measured using Maslach and Jackson's (1981) frequency of emotional exhaustion scale. The scale is a 9-item, 6-point instrument that asks respondents to evaluate how often they feel exhausted by their work. Responses range from 6 (every day) to 1 (a few times a year). Higher scores indicate more emotional exhaustion. A sample item is "I feel emotionally drained from my work". The coefficient alpha for this scale was .92.

Proactive Personality. Proactive personality was assessed with the 10-item shortened version of Bateman and Crant's (1993) 17-item Proactive Personality Scale (PPS). Responses are made on a scale ranging from 1 (strongly disagree) to 7 (strongly agree). Higher scores indicate a proactive orientation. A sample item is "No matter what the odds, if I believe in something, I will make it happen". The coefficient alpha for this scale was .91.

Organizational Citizenship Behavior. OCB was measured using Lee and Allen's (2002) scale. To avoid any overlap with CWB items, Lee and Allen (2002) used a pool created by previous scales to select the items, which are clearly beneficial to the individuals and the organization. The 16 items represent two facets that measure OCB directed at individuals or at the organization. A sample item for individual-directed OCB (OCB-I) is "Helps others who have been absent". A sample item for organization-directed OCB (OCB-O) is "Offer ideas to improve the functioning of the organization".

Participants report the extent that they agree with each item on a 7-point Likert scale (1=strongly disagree and 7=strongly agree). Higher scores reflect higher levels of OCB. The reliabilities for OCB-I and OCB-O were .89 and .91, respectively.

Counterproductive Work Behavior. CWB was assessed using a behavioral checklist (CWB-C) of 33 items developed by Spector, Fox, Penney, Bruursema, Goh and Kessler (2006). The scale has five dimensions and allows a finer-grained analysis of the relationship between CWB and its antecedents. Sabotage refers to defacing or destroying physical property belonging to the employer (e.g., I purposely wasted your employer's materials/supplies). Abuse includes harmful behaviors directed towards individuals that harm either physically or psychologically (e.g., I started an argument with someone at work). Production deviance involves deliberate failure to perform job tasks effectively (e.g., I purposely worked slowly when things needed to get done). Theft refers to stealing from the employer (e.g., I took money from my employer without permission). Withdrawal consists of behaviors that restrict the amount of time working less than is required by the organization (e.g., I came to work late without permission). In line with Robinson and Bennett's (1995) typology of organizational and interpersonal CWBs, CWB-abuse targets the individuals within the organization (CWB-I) and the combination of CWB-sabotage, CWB-production deviance, CWB-theft and CWB-withdrawal assesses CWB that targets the organization (CWB-O). The respondents indicated the frequency with which they engage in specific behaviors on a 5-point scale (1=never, 5=every day). High scores indicate high incidence of CWB.

Procedure

Participants consisted of university employees and psychology students. The university employees were contacted by phone and asked whether they were willing to

participate in a study on workplace experiences. Once they agreed to participate (N=282, 98% of the employees who were contacted), they were sent a package containing two questionnaires, a 'Thank you' note and a bookmark via campus mail. The employee questionnaire was filled out by the employee who agreed to participate in the study. Then, the employee chose one of his/her coworkers who could report on the participant's behavior and gave him/her the coworker questionnaire. The questionnaires were returned separately to the researcher via campus mail. The response was 45% for employees (N=128) and 35% for coworkers (N=100). Employeed students who were currently working at least 20 hours a week were qualified to participate in the study and took the survey at allotted times in the researcher's office for extra credit. The employed students filled out the employee questionnaire at school and were asked to give a coworker questionnaire to one of their coworkers. Then, coworker mailed the questionnaire to the researcher in a pre-paid envelope. Fifty employeed students completed the employee survey and received extra credit. Giving the coworker survey was voluntary and 18 coworker surveys were returned corresponding to a response rate of 36%. To match the employee and coworker questionnaires, participants were asked to create a 6-digit secret code and put the same code at the top of their survey and at the top of the coworker's survey. Only the participant and coworker knew the individual's code.

Results

To gain insights into the antecedents and processes related to both OCB and CWB, subscale scores for behaviors directed at individuals (OCBI and CWBP) and behaviors directed at the organization (OCBO and CWBO). In addition, I reported the 5 dimensions of CWB.

To compare two samples of participants (i.e., employees and employed students) one-way ANOVAs were run for the main study variables. Instead of separate dimensions of OCB and CWB, general scores were calculated for both performance variables as advised by Dalal (2005). As shown in Table 1, significant differences were found for constraints ($F (1, 177)= 7.37$, $p < .01$), procedural justice ($F (1, 177)= 10.38$, $p < .01$), distributive justice ($F (1, 177)= 13.22$, $p < .01$), job satisfaction ($F (1, 177)= 4.24$, $p < .05$), CWB ($F (1, 177)= 4.12$, $p < .05$), specifically CWB-O ($F (1, 177)= 5.98$, $p < .05$) and CWB-production deviance ($F (1, 177)= 15.01$, $p < .01$). There was no significant difference between the groups for role ambiguity, emotional exhaustion, proactive personality, OCB, OCB-I, OCB-O and CWB-I. The university employees had more organizational tenure than students. Almost all of university employees held full-time jobs, whereas students had usually part-time jobs. Since the study intends to include individuals with a wide range of different work experiences, so the samples were combined for further analysis.

Table 1. One way ANOVAs for examining differences in 2 samples

	F(1, 177)	R^2	Employees M (SD)	Students M (SD)
Constraints	7.37**	.04	2.21 (.06)	1.90 (.10)
Role ambiguity	2.30	.01	4.66 (.08)	4.29 (.13)
Procedural Justice	10.38**	.06	4.80 (.13)	5.57 (.20)
Distributive Justice	13.22**	.07	2.95 (.10)	3.64 (.16)
Job satisfaction	4.24*	.02	4.89 (.11)	4.46 (.18)
Emotional exhaustion	0.43	.00	2.37 (.11)	2.50 (.18)
Proactive Personality	1.74	.01	5.16 (.09)	5.36 (.13)
OCB-total	0.31	.00	5.00 (.10)	4.90 (.15)
CWB-total	4.12*	.02	1.18 (.19)	1.25 (.24)
OCB-Individual	.12	.00	5.10 (.1.19)	5.17 (1.12)
OCB-Organizational	1.57	.01	4.90 (1.28)	4.63 (1.37)
CWB-P	1.74	.01	1.16 (.21)	1.21 (.26)
CWB-Organizational	5.98*	.03	1.21 (.22)	1.31 (.27)
CWB-Sabotage	1.90	.01	1.10 (.25)	1.16 (.30)
CWB-Production deviance	15.01**	.08	1.10 (.22)	1.29 (.45)
CWB-Theft	1.60	.01	1.07 (.17)	1.11 (.18)
CWB-Withdrawal	1.96	.01	1.57 (.47)	1.69 (.57)

**$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed).

Analyses were run to compare the coworker reports of OCB and CWB. Whereas self-report data came from 178 participants, only 118 coworker reports were obtained to include in the analysis. As shown in Table 2, there was convergence for OCBO and OCB

overall. Although the self reports and coworker reports of CWB seem to lack convergence, analyses using only employee data indicated there was convergence for CWBI and CWB overall. As shown in Table 3, emotional exhaustion was related to OCB general, CWB general, OCB-organizational and CWB-personal. In addition, role ambiguity, procedural justice, distributive justice and job satisfaction was related significantly to OCB-organizational reported by the coworker. Since the sample size for coworker data (N=118) was small, self-report data was used for mediation and moderation analyses. Organizational constraints reported by the coworker were associated with low levels of OCB, OCB-I, OCB-O and with high levels of emotional exhaustion, CWB, CWB-P, CWB-O, CWB-production deviance, CWB-theft and CWB-withdrawal reported by the coworker.

Table 2. Correlations between self-reports and coworker-reports of Corresponding OCB and CWB Measures

OCB	r	CWB	r
OCB-overall		CWB-overall	
OCB-Self – OCB-Coworker	.26**	CWB-Self – CWB-Coworker	.17
Interpersonal OCB-Individual-S – OCB-Individual-C	.17	Personal CWB-Personal-S – CWB-Personal-C	.17
Organizational OCB-Organizational-S – OCB-Organizational-C	.38**	Organizational CWB-Organizational-S – CWB-Organizational-C	.05
		Sabotage CWB-Sabotage-S – CWB-Sabotage-C	.05
Constraints-Self – Constraints-Coworker	.43**	Abuse CWB-Abuse-S – CWB- Abuse-C	.17
		Production deviance CWB-Production deviance-S – CWB-Production deviance-C	-.02
		Theft CWB-Theft- Self – CWB- Theft- C	-.05
		Withdrawal CWB-Withdrawal-S – CWB- Withdrawal -C	.11

S: Self-report, C: Coworker, **$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed), $N = 115$-121.

Table 3. Means, Standard Deviations, and Intercorrelations (Coworker-report)

	1	2	3	4	5	6	7	8	9	10
1. Constraints	-									
2. Constraints (coworker)	.43**	-								
3. Role ambiguity	.42**	.06	-							
4. Procedural justice	-.47**	-.21*	-.48	-						
5. Distributive justice	-.52**	-.16	-.23	.56**	-					
6. Job satisfaction	-.38**	-.14	-.28**	.44**	.37**	-				
7. Emotional exhaustion	.52**	.30**	.22**	-.37**	-.49**	-.55**	-			
8. Proactive Personality	-.08	-.05	-.22**	.32**	.28**	.13	-.06	-		
9. OCB-Individual	.08	-.20*	-.12	.04	.01	.05	-.12	.16	-	
10. OCB-Organizational	-.13	-.23*	-.23**	.30**	.27**	.24**	-.30**	.17	.59**	-
11. CWB-Personal	-.03	.22*	-.10	.03	-.04	.03	.21*	-.13	-.52**	-.41**
12. CWB-Organizational	-.02	.31**	.16	.00	-.02	.01	.14	-.11	-.51**	-.35**
13. OCB-total	.07	-.23*	-.13	.00	.01	.16	-.23**	.18	.93**	.93**
14. CWB-total	.02	.34**	.16	-.04	-.08	-.02	.25**	-.12	-.49**	-.43**
15. CWB-Sabotage	-.14	.04	.07	.12	.16	.07	-.05	.00	-.44**	-.18*
16. CWB-Abuse	-.03	.22*	-.10	.03	-.04	.03	.21*	-.13	-.52**	-.41**
17. CWB-Production Deviance	-.02	.26**	.10	.06	-.01	.03	.18	-.09	-.48**	-.34**
18. CWB-Theft	-.04	.22*	.08	.05	.03	.09	.04	-.06	-.41**	-.16
19. CWB-Withdrawal	-.02	.25**	.18	-.04	-.04	-.04	.13	-.13	-.53**	-.40**

	11	12	13	14	15	16	17	18
1. Constraints								
2. Constraints (coworker)								
3. Role ambiguity								
4. Procedural justice								
5. Distributive justice								
6. Job satisfaction								
7. Emotional exhaustion								
8. Proactive Personality								
9. OCB-Individual								
10. OCB-Organizational								
11. CWB-Personal	-							
12. CWB-Organizational	.80**	-						
13. OCB-total	-.49**	-.46**	-					
14. CWB-total	.96**	.93**	-.49**	-				
15. CWB-Sabotage	.70**	.82**	-.33**	.79**	-			
16. CWB-Abuse	-	.80**	-.49**	.96**	.70**	-		
17. CWB-Production Deviance	.77**	.86**	-.44**	.90**	.34**	.77**	-	
18. CWB-Theft	.82**	.85**	-.30**	.85**	.62**	.82**	.68**	
19. CWB-Withdrawal	.64**	.92**	-.50**	.80**	.69**	.64**	.68**	.65**

**$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed), $N = 115$-118

Means, standard deviations, and correlations are shown in Table 4, Table 5 and Table 6 for the study variables. Hypothesis 1a stated perceived stressors (organizational constraints, injustice and role ambiguity) would be associated with low levels of job satisfaction and OCB. Organizational constraints (r = -.38, p < .01), role ambiguity (r = -.28, p < .01), procedural justice (r = .44, p < .01) and distributive justice (r = .37, p < .01) were significantly related to job satisfaction. OCB-O was significantly related to role ambiguity (r = -.23, p < .01), procedural justice (r = .30, p < .01) and distributive justice (r = .27, p < .01). The relationship between constraints and OCB-O was not significant (r = -.13, *ns*). OCB-I was not significantly related to any stressors: constraints (r = .08, *ns*), role ambiguity (r = -.12, *ns*), procedural justice (r = .12, *ns*) and distributive justice (r = .08, *ns*). Therefore, Hypothesis 1a was partially supported. Individuals who perceived high levels of role ambiguity and injustice reported low levels of job satisfaction and OCB-O.

Table 4. Descriptive statistics for main study variables

	N	Mean	Standard Deviation	Range	Minimum	Maximum
Constraints	177	2.11	.70	3.27	1.00	4.27
Role ambiguity	177	4.72	.93	4.67	1.17	5.83
Procedural Justice	176	5.02	1.49	6.00	1.00	7.00
Distributive Justice	177	3.15	1.19	4.00	1.00	5.00
Job satisfaction	176	5.22	.96	4.60	2.40	7.00
Emotional exhaustion	175	2.41	1.26	4.78	1.00	5.78
Proactive Personality	176	4.76	1.27	5.00	1.00	6.00
OCB-total	177	4.97	1.10	4.44	2.56	7.00

CWB-total	178	1.20	.21	1.09	1.00	2.09
OCB-Individual	177	5	2	7	5.12	1.17
OCB-Organizational	177	5.5	1.5	7	4.82	1.31
CWB-Personal	178	1.11	1	2.11	1.17	0.22
CWB-Organizational	178	1.53	1	2.53	1.24	0.24

Table 5. Means, Standard Deviations, and Intercorrelations (Self-report-CWB-general)

	1	2	3	4	5	6	7
1. Constraints	-						
2. Role ambiguity	.42**	-					
3. Procedural justice	-.47**	-.48	-				
4. Distributive justice	-.52**	-.23	.56**	-			
5. Job satisfaction	-.38**	-.28**	.44**	.37**	-		
6. Emotional exhaustion	.52**	.22**	-.37**	-.49**	-.55**	-	
7. Proactive Personality	-.08	-.22**	.32**	.28**	.13	-.06	-
8. OCB-Individual	.08	-.12	.042	.01	.15*	.036	.38**
9. OCB-Organizational	-.13	-.23**	.30**	.27**	.48**	-.28**	.43**
10. CWB-Personal	.29**	.20**	-.22**	-.05	-.21**	.22**	-.07
11. CWB-Organizational	.23**	.17*	-.16*	-.10	-.33**	.26**	-.13
12. OCB-total	-.03	-.20**	-.20**	.17*	.36**	-.15	.46**
13. CWB-total	.29**	.20**	-.21**	-.08	-.29	.23**	-.11
Mean	2.11	4.72	5.02	3.15	5.22	2.40	4.76
Standard deviation	.70	.92	1.48	1.19	.96	1.26	1.27

	8	9	10	11	12	13
1. Constraints						
2. Role ambiguity						
3. Procedural justice						
4. Distributive justice						
5. Job satisfaction						
6. Emotional exhaustion						
7. Proactive Personality						
8. OCB-Individual	-					
9. OCB-Organizational	.59**	-				
10. CWB-Personal	-.03	-.11	-			
11. CWB-Organizational	-.12	-.24*	.65**	-		
12. OCB-total	.88**	.90**	-.08	-.20**	-	
13. CWB-total	-.08	-.19*	.92**	.90**	.15*	-
Mean	5.11	4.82	1.17	1.24	4.97	1.20
Standard deviation	1.17	1.31	.22	.24	1.10	.21

**$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed), N = 175-178

Table 6. Means, Standard Deviations, and Intercorrelations (Self-report- CWB-dimensions)

	1	2	3	4	5	6
1. Constraints	-					
2. Role ambiguity	.42**	-				
3. Procedural justice	-.47**	-.48	-			
4. Distributive justice	-.52**	-.23	.56**	-		
5. Job satisfaction	-.38**	-.28**	.44**	.37**	-	
6. Emotional exhaustion	.52**	.22**	-.37**	-.49**	-.55**	-
7. Proactive Personality	-.08	-.22**	.32**	.28**	.13	-.06
8. CWB-Sabotage	.11	.00	-.07	-.02	-.17*	.11
9. CWB-Abuse	.29**	.20**	-.22**	-.05	-.21**	.22**
10. CWB-Production deviance	.08	.04	-.03	.00	-.24**	.21**
11. CWB-Theft	.18*	.06	-.11	-.02	-.12	.10
12. CWB-Withdrawal	.24*	.25**	-.19*	-.15*	-.34**	.27**

	7	8	9	10	11	12
1. Constraints						
2. Role ambiguity						
3. Procedural justice						
4. Distributive justice						
5. Job satisfaction						
6. Emotional exhaustion						
7. Proactive Personality	-					
8. CWB-Sabotage	.00	-				
9. CWB-Abuse	-.07	.47**	-			
10. CWB-Production deviance	.02	.41**	.53**	-		
11. CWB-Theft	-.09	.59**	.48**	.48**	-	
12. CWB-Withdrawal	-.21**	.37**	.51**	.36**	.44**	-

**$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed), N = 175-178

Hypothesis 1b stated perceived stressors (organizational constraints, injustice and role ambiguity) would be associated high levels of emotional exhaustion and CWB. This hypothesis was partially supported. Emotional exhaustion was significantly related to all stressors including organizational constraints ($r = .52$, $p < .01$), role ambiguity ($r = .22$, $p < .01$), procedural justice ($r = -.37$, $p < .01$) and distributive justice ($r = -.49$, $p < .01$). Both CWB-P and CWB-O was related to constraints ($r = .29$, $p < .01$; $r = .23$, $p < .01$), role ambiguity ($r = .20$, $p < .01$; $r = .17$, $p < .05$) and procedural justice ($r = -.16$, $p <$

.05). CWB-withdrawal was significantly related to constraints ($r = .24$, $p < .01$), role ambiguity ($r = .25$, $p < .01$) procedural justice ($r = -.19$, $p < .05$) and distributive justice ($r = -.15$, $p < .05$). CWB-theft was only related to constraints ($r = .18$, $p < .01$), whereas CWB-abuse was related to constraints ($r = .29$, $p < .01$), role ambiguity ($r = .20$, $p < .01$) and procedural justice ($r = -.21$, $p < .01$). None of the stressors were significantly related to CWB-sabotage or CWB-production deviance. Individuals who perceived high levels of constraints, role ambiguity and injustice reported high levels of emotional exhaustion and CWB-P and CWB-O.

Hypothesis 2 suggested that job satisfaction would be positively associated with OCB and negatively CWB. Job satisfaction was positively related to both OCB-I ($r = .15$, $p < .05$) and OCB-O ($r = .48$, $p < .01$). Job satisfaction was negatively related to both CWB-P ($r = -.21$, $p < .01$) and OCB-O ($r = -.33$, $p < .01$). Therefore, this hypothesis was supported. Further analysis indicated that job satisfaction was significantly and negatively related to CWB-sabotage ($r = -.17$, $p < .01$), CWB-abuse ($r = -.21$, $p < .01$), CWB-production deviance ($r = -.24$, $p < .01$), CWB-withdrawal ($r = -.34$, $p < .01$), but not CWB-theft ($r = -.13$, *ns*). Individuals who are satisfied with their jobs reported high levels of OCB and generally low levels of CWB.

Hypothesis 4 suggested that high levels of emotional exhaustion would be associated with low levels of OCB and high levels of CWB. Emotional exhaustion was significantly related to CWB-P ($r = .22$, $p < .01$), CWB-O ($r = .26$, $p < .01$) and OCB-O ($r = -.28$, $p < .01$), but not to OCB-I ($r = .04$, *ns*). Therefore, this hypothesis was partially supported. Among the dimensions of CWB, emotional exhaustion was positively related to CWB-abuse ($r = .22$, $p < .01$), CWB-production deviance ($r = .21$, $p < .01$), CWB-withdrawal ($r = .27$, $p < .01$). CWB-sabotage and CWB-theft was not significantly

related to emotional exhaustion (r = .11, *ns*; r = .10, *ns,* respectively). Individuals who experienced emotional exhaustion reported high levels of OCB-O and low levels of CWB-P and CWB-O.

Mediation analyses were run to test Hypothesis 3 and 5 following the procedure recommended by Baron and Kenny (1986). General scores for OCB and CWB were computed by combining the subscales scores. The procedure entailed investigating three regression models, the OCB/CWB on the stressor, the proposed mediator (job satisfaction/ emotional exhaustion) on the stressor, and the OCB/CWB on the stressor and job satisfaction/emotional exhaustion together. There is evidence for mediation, when the beta of the stressors is significant in the first model, but nonsignificant or substantially reduced in the combined model. Furthermore, the Sobel test (1982) was calculated to check whether the decrease in beta was significant. If the beta of stressor is nonsignificant, full mediation is concluded, because the relationship between stressor and strain disappears when the effect of the mediator is taken out. If the beta of the stressor is still significant, but significantly reduced (i.e., Sobel's z-value is significant), partial mediation is concluded, because stressors still has a direct effect on the strain.

Hypothesis 3 stated that job satisfaction would mediate the relations between stressors and OCB/CWB. As shown in Tables 7 and 8, this hypothesis was partially supported. Job satisfaction fully mediated the relationship between stressors (role ambiguity, procedural justice and distributive justice) and OCB-overall/OCB-Organizational. Job satisfaction fully mediated the relationship between stressors (role ambiguity and procedural justice) and CWB/CWB-Organizational, whereas it partially mediates the relationship between constraints and CWB/CWB-Organizational. Hypothesis 5 stated that emotional exhaustion would mediate the relations between

stressors and OCB/CWB. This hypothesis was not supported, when the general OCB/CWB scores were considered. Although there was a decrease in beta for relationships between role ambiguity-CWB, procedural justice-CWB and constraints-CWB, Sobel's z-value was not significant, so there was no evidence that emotional exhaustion mediated the relationship between stressors and CWB-general. However, as shown in Table 10, emotional exhaustion fully mediated the relationship between stressors (i.e., role ambiguity and procedural justice) and CWB-organizational. It partially mediated the relationship between role ambiguity and CWB-Personal. Furthermore, as shown in Table 9, emotional exhaustion partially mediated the relationship between stressors (i.e., role ambiguity and procedural justice) and OCB-Organizational.

Table 7. Analysis of mediating role of job satisfaction (Stressors- OCB, OCBO)

OCB	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	.20**	.11	.14**	14.52**	2.95**	Full
Job satisfaction		.34**				
Procedural justice	.20**	.04	.14**	13.93**	3.6**	Full
Job satisfaction		.35**				
Distributive justice	.15*	.03	.13**	13.19**	3.4**	Full
Job satisfaction		.35**				

OCBO	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	.23**	.11	.24**	27.00**	3.31**	Full
Job satisfaction		.45**				
Procedural justice	.30**	.10	.24**	27.20**	4.35**	Full
Job satisfaction		.43**				

Distributive justice	.27**	.11	.24**	26.76**	3.99**	Full
Job satisfaction		.44**				

**$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed).

Table 8. Analysis of mediating role of job satisfaction (Stressors-CWB, CWBO, CWBP)

CWB	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	-.20**	.14	.10**	9.87**	-2.56*	Full
Job satisfaction		.25**				
Procedural justice	-.21**	-.11	.92**	8.65**	-2.77**	Full
Job satisfaction		-.24**				
Constraints	.29***	.24**	.13**	.13**	2.33*	Partial
Job satisfaction		-.20**				

CWBO	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	.17*	.10	.11**	11.08**	-2.75**	Full
Job satisfaction		.30**				
Procedural justice	-.16**	-.02	.11**	10.39**	-3.39**	Full
Job satisfaction		-.32**				
Constraints	.23**	-.15**	.13**	12.83**	2.95**	Partial
Job satisfaction		.27**				

CWBP	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	.20**	.16*	.07**	6.18**	-1.93	None
Job satisfaction		.25**				
Procedural justice	-.22**	-.16*	.06**	5.67**	-1.59	None
Job satisfaction		-.24**				
Constraints	.29***	.27**	.10**	.99**	4.41**	Partial
Job satisfaction		.10				

**$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed)

Hypothesis 6 stated that proactive personality would be associated with low levels of perceived stressors. Proactive personality was significantly related to role ambiguity (r = -.22, p < .01), procedural justice (r = .32, p < .01) and distributive justice (r = .28, p < .01), but not constraints (r = -.08, *ns*). Therefore, hypothesis was partially supported. Hypothesis 7 stated that proactive personality would be associated with high levels of job satisfaction. This hypothesis was not supported (r = .13, *ns*). Hypothesis 8 stated that proactive personality would be associated with low levels of emotional exhaustion. This hypothesis was not supported (r = -.06, *ns*).

Hypothesis 9 stated that proactive personality would be associated with high levels of OCB. This hypothesis was supported. Proactive personality was positively related to both OCB-I (r = .38, p < .01) and OCB-O (r = .43, p < .01). Proactive people reported higher level of OCB.

Table 9. Analysis of mediating role of emotional exhaustion (Stressors-OCBO)

	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	-.23**	.17*	.10**	9.77**	2.19*	Partial
Job satisfaction		-.24**				
Procedural justice	.30**	.21**	.12**	11.39**	2.33*	Partial
Job satisfaction		-.20**				
Distributive justice	.27**	-.21**	.24**	55.27**	-1.69	None
Job satisfaction		.15				

**p < 0.01 level (2-tailed), *p < 0.05 level (2-tailed).

Hypothesis 10 stated that proactive personality would be associated with low levels of CWB. Proactive personality was not significantly related to CWB-P (r = -.07, *ns*) or CWB-O (r = -.13, *ns*). Therefore, this hypothesis was not supported. Further

analysis has shown that proactive personality was negatively and significantly related to only CWB-withdrawal (r = -.21, p < .01). The relationships between proactive personality and CWB (CWB-sabotage, CWB-production deviance and CWB-theft) were not significant (r = .00, *n*; r = .02, *ns*; r = -.09, *ns,* respectively). Proactive people reported lower level of CWB-withdrawal.

Table 10. Analysis of mediating role of job satisfaction (Stressors-CWBO, CWBP)

CWBO	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	.17*	.11	.08**	7.30**	-2.17*	Full
Job satisfaction		.24**				
Procedural justice	-.22**	-.07	.08**	6.36**	-2.56*	Full
Job satisfaction		-.23**				
Constraints	.23**	-.13	.07**	6.71**	1.94	None
Job satisfaction		.18*				

CWBP	Step 1	Step 2	R^2 change	F	Sobel-z	Type
	Beta	*Beta*				
Role ambiguity	.20**	.15*	.07**	6.68**	-1.97*	Partial
Job satisfaction		.19*				
Procedural justice	-.22**	-.16*	.07**	5.99**	-1.75	None
Job satisfaction		-.15*				
Constraints	.29**	.24**	.09**	8.05**	0.99	None
Job satisfaction		.09				

**p < 0.01 level (2-tailed), *p < 0.05 level (2-tailed).

Hypotheses 11a and 11b involved moderation and was tested through moderated multiple regression. The procedure entails looking at the interaction term when proactive personality (moderator) and job satisfaction/emotional exhaustion (predictors) are included in the regression equation for OCB/CWB. If the interaction term is significant,

the results will be consistent with moderation. Hypothesis 11a suggested that proactive personality would moderate the relationship between job satisfaction and OCB/CWB. This hypothesis was not supported. As shown in Table 11, the interaction terms were not significant, proactive personality did not moderate the relationship between job satisfaction and OCB. As shown in Table 12, proactive personality did not moderate the relationship between job satisfaction and CWB. However, the interaction term was very close to being significant for CWB-O ($p = .059$). As shown in Figure 1, the form was that proactive people engaged in less CWBO than non proactive people at low levels of job satisfaction. However, at high levels of job satisfaction, proactive people engaged in more CWBO than nonproactive people.

Table 11. Regression of Proactive Personality by Job Satisfaction on OCB

	OCB-I	OCB-O
	ß	*ß*
Step 1		
Job satisfaction	-.15	.09
PP	.20	.14
R2 change	.16**	.37**
Step 2		
Job satisfaction x PP	.33	.44
R2 change	.002	.003
F	10.67**	33.38**

OCB-I: OCB-individual, OCB-O: OCB-organizational, PP: Proactive Personality, **$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed), Beta weights are from the final equation

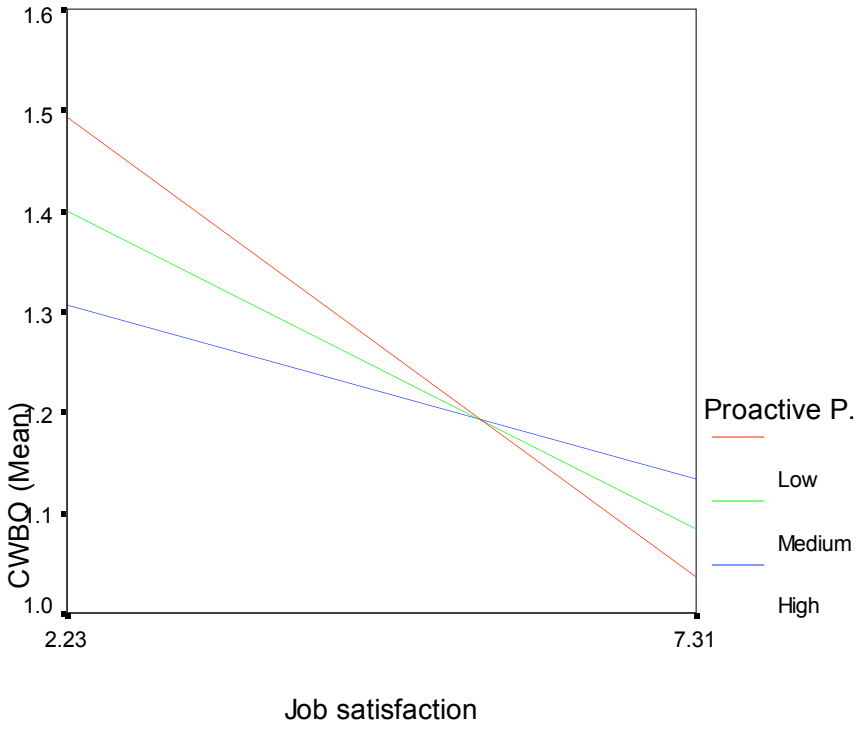
Table 12. Regression of Proactive Personality by Job satisfaction on CWB

	CWB-Personal	CWB-Organizational
	ß	*ß*
Step 1		
Job satisfaction	-.88	-1.15*
Proactive Personality (PP)	-.49	.66*
R2 change	.05*	.12**
Step 2		
Job satisfaction x PP	.86	1.08
R2 change	.012	.018#
F	3.61*	8.90**

CWB-dimensions	CWB-S	CWB-A	CWB-P	CWB-T	CWB-W
	ß	*ß*	*ß*	*ß*	*ß*
Step 1					
Job satisfaction	-.59	-.88	-1.24	-.54	-.98*
Proactive Personality (PP)	-.27	-.49	-.62	-.36	-.61*
R2 change	.03	.05*	.06**	.02	.15**
Step 2					
Job satisfaction x PP	.54	.86	1.28*	.54	.84
R2 change	.005	.012	.26*	.005	.011
F	1.99	3.61*	5.39**	1.52	10.60**

CWB-S: CWB-sabotage, CWB-A: CWB-abuse, CWB-P: CWB-production deviance, CWB-T: CWB- theft, CWB-W: CWB-withdrawal, $^{**}p < 0.01$ level (2-tailed), $^{*}p < 0.05$ level (2-tailed), #p<0.06 (2-tailed), Beta weights are from the final equation

Figure 2. *Interaction Between Job Satisfaction and Proactive Personality on CWB-Organizational*



Hypothesis 11b suggested that proactive personality would moderate the relationship between emotional exhaustion and OCB/CWB. This hypothesis was not supported. As shown in Table 12, the product term was not significant for the regression of proactive personality by emotional exhaustion on OCB and CWB However, the interaction term approached significance for OCB-O ($p = .055$). As shown in Figure 2,

the trend indicated that proactive people engaged in more OCBO than nonproactive people at low levels of emotional exhaustion. At high levels of emotional exhaustion, OCBO was reduced for both proactive and nonproactive people, but proactive people still engaged in more OCBO. As shown in Table 14, the interaction terms were not significant, proactive personality did not moderate the relationship between emotional exhaustion and CWB.

Table 13. Regression of Proactive Personality by Emotional exhaustion on OCB

	OCB-Individual	OCB-Organizational
	ß	*ß*
Step 1		
Emotional exhaustion	.51	.43
Proactive Personality (PP)	.54**	.67**
R2 change	.13**	.24**
Step 2		
Emotional exhaustion x PP	-.48	-.73*
R2 change	.007	.016#
F	.89	19.22**

**$p < 0.01$ level (2-tailed), *$p < 0.05$ level (2-tailed), #p<0.06 (2-tailed), Beta weights are from the final equation

Table 14. Regression of PP by Emotional exhaustion on CWB

	CWB-Personal	CWB-Organizational
	ß	*ß*
Step 1		
Emotional exhaustion	.64	.88**
Proactive Personality (PP)	.12	.14
R2 change	.05*	.08**
Step 2		
Emotional exhaustion x PP	-.45	-1.65
R2 change	.006	.014
F	3.42*	5.62**

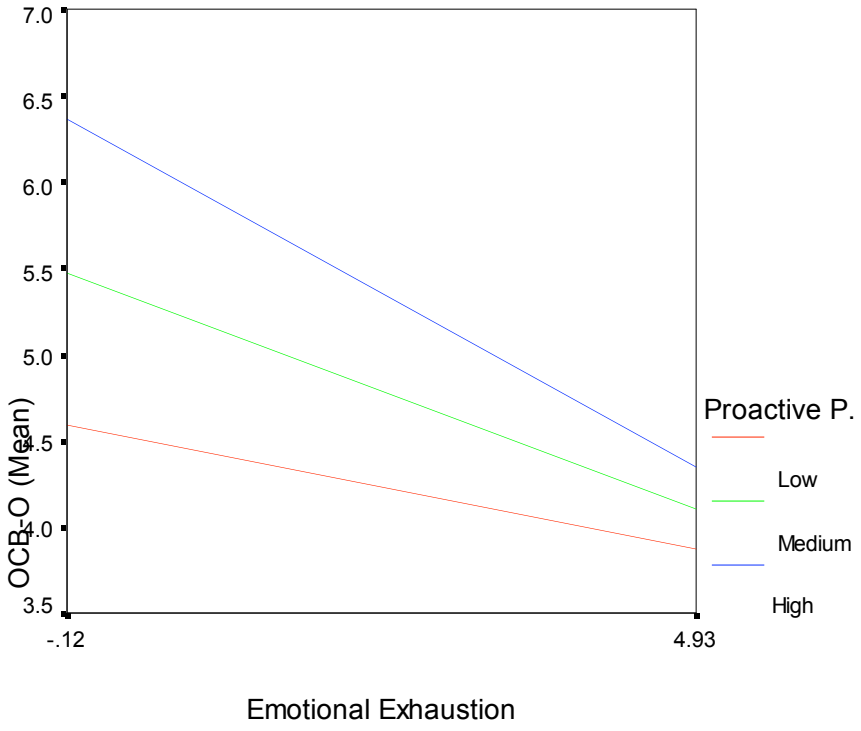
CWB-dimensions	CWB-S	CWB-A	CWB-P	CWB-P	CWB-W
	ß	*ß*	*ß*	*ß*	*ß*
Step 1					
Emotional exhaustion	.21	.64	.59	.46	1.10*
Proactive Personality (PP)	.05	.12	.19	.06	.113
R2 change	.01	.05*	.04*	.02	.10
Step 2					

Emotional exhaustion x PP	-.10	-.45	-.41	-.39	.79*
R2 change	.00	.006	.005	.005	.02#
F	.78	3.42*	2.87*	1.26	65.70**

CWB-S: CWB-sabotage, CWB-A: CWB-abuse, CWB-P: CWB-production deviance, CWB-T: CWB- theft, CWB-W: CWB-withdrawal, $^{**}p < 0.01$ level (2-tailed), $^{*}p < 0.05$ level (2-tailed).

#p<0.06 (2-tailed), Beta weights are from the final equation

Figure 3. *Interaction Between Emotional Exhaustion and Proactive Personality on OCB-Organizational*



Discussion

General Findings

The current study responded to calls for more "research that looks simultaneously at both CWB and OCB" (Spector & Fox, 2002; p.287). One objective of the study was to investigate the parallel mechanisms linked to OCB and CWB in a stressor-strain framework. Such a framework allows us to shed light on the similarities and differences between two types of non-task performance. The proposed model suggested that stressors would relate to job satisfaction and emotional exhaustion, which in turn would lead to OCB and CWB. Another objective of the study was to determine the role of proactive personality in the stressor-strain chain. Specifically, we focused on how proactive people perceived stressors and how they react to stressors by examining job satisfaction, emotional exhaustion, OCB and CWB.

As suggested by previous research (Miles et al., 2002; Lee & Allen, 2002), role ambiguity, procedural justice and distributive justice were significantly related to OCB-total and OCB-organizational. However, stressors were not related to OCB-individual. Two opposing effects may have resulted in this unexpected finding. On the one hand, the stressors included in the current study involved environmental conditions that are usually attributed to the organization. Therefore, although employees experienced stressors, they only targeted the source of the stressor (i.e., the organization in the case of role ambiguity and injustice) by engaging in less OCB towards the organization and restrained themselves to reduce their OCB towards individuals. On the other hand, Dalal (2005) suggests that OCB may serve as an adaptive response. Therefore, employees may try to deal with negative experiences such as stressors by engaging in more OCB towards individuals. These two responses may cancel out each other out and lead to a

nonsignificant relationship between stressors and OCB-interpersonal. Unlike the findings in Miles' et al. (2002) study, organizational constraints did not significantly relate to either OCB-total, OCB-I or OCB-O. One explanation is that the particular constraints employees experience may not affect the citizenship behaviors that they were asked to report.

Replicating the findings in previous studies (Fox et al., 2001; Chen & Spector, 1992; Skarlicki et al., 1999), organizational constraints, role ambiguity and procedural justice were related to CWB-total, CWB-personal and CWB-organizational. The use of the new five-dimensional checklist for CWB bore interesting findings. Stressors showed some differential relationships with various dimensions of CWB and provided evidence for Spector and Fox's assertation (2006) that not all CWB are created equal. CWB-production deviance and CWB-sabotage were not related to any stressors, whereas CWB-withdrawal was related to all stressors. CWB-theft was related only to organizational constraints and CWB-abuse was related to all stressors except distributive justice. In sum, CWB-withdrawal and CWB-personal had more significant relationships with constraints, role ambiguity and injustice than CWB-sabotage, CWB-production deviance and CWB-theft. However, these results should be interpreted with caution, because the observed range of CWB was very small for all CWB types, especially for CWB-sabotage and CWB-theft.

In line with previous studies (LePine et al., 2002; Organ & Ryan, 1995), job satisfaction related to OCB-individual, OCB-organizational and to all dimensions of CWB except CWB-theft. Emotional exhaustion was negatively related to OCB-O and positively related to CWB-abuse, CWB-production deviance and CWB-withdrawal. Emotional exhaustion was related to OCB-O, but in contrast to expectations, not to OCB-

I. Most studies in literature (Cropanzano et al., 2003) found a significant relationship between emotional exhaustion and OCB-I, but the jobs in those studies mainly involved stressful interpersonal interaction (e.g., nursing). In contrast, employees in the current study had mostly white-collar jobs without much negative interaction with other people (e.g., accounting) as part of their job, so their emotional exhaustion may be instigated by more organizational factors such as injustice. Emotional exhaustion was not related to CWB-theft or CWB-sabotage. One explanation for this finding is that these behaviors may be more serious and risky than the other types of CWB, so individuals may not respond to emotional exhaustion with behaviors that potentially increases their physiological and psychological strain. According to conservation of resources theory (Hobfoll & Freedy, 1993)., when people face demands from the environment, they will take a defensive state and restrain from behaviors that will more likely to lead to strains such as tension and anxiety.

The stressor-strain model of OCB/CWB provides a feasible framework to investigate both voluntary behaviors and their antecedents simultaneously. For the most part, stressors were related to both OCB and CWB. In line with the social exchange theory (Cropanzano et al., 2003) employees will reciprocate with productive or counterproductive behaviors to balance out their inputs and outputs they receive from the organization. When they have positive experiences, they try to engage in desired behaviors such as OCB. In reaction to breaches of the psychological contract between themselves and their employer, they are more likely to engage in undesirable behaviors such as CWB (Spector & Fox, 2002). OCB and CWB exhibited opposite patterns in relation to their common antecedents. Stressors were also related typically to low levels of OCB and high levels of emotional exhaustion and counterproductive behavior.

However, findings also suggested that OCB and CWB may involve different mechanisms as reactions to stressors. For example, whereas organizational constraints were related to CWB, but not to OCB, distributive justice was related to OCB, but not CWB. One explanation is that CWB may be more concerned with daily stressors such as constraints that inhibit people from performing their jobs. In contrast, OCB may affected by more overall concerns such as distributive justice which is not reflected in daily experiences, tasks and processes. Furthermore, most stressors were related to CWB-personal, CWB-organizational as well as OCB-organizational, but not to OCB-individual. Therefore, the dynamics of how stressors relate to different types of non-task performance can be different for OCB and CWB, and for different types of both categories of behavior. For example, OCB may more characterized by positive attitudes which develop over time and involve considerable thinking. In contrast, CWB may be the result of quick-action schemes in response to stressors and may involve actions targeting both the organization and the individuals. Although there are some differences between OCB and CWB, the stressor-strain framework provides a good foundation to explore both voluntary behaviors.

In support of my proposed model, I found evidence that job satisfaction fully mediated the relationship between role ambiguity, procedural/distributive justice and OCB/OCB-Organizational. In addition, my findings support that job satisfaction fully mediated the relationship between role ambiguity, procedural justice and CWB/CWB-Organizational as well as partially mediated the relationship between the constraints and CWB/ CWB-Organizational/CWB-Personal. In line with the stressor-strain framework, stressors may have led to job satisfaction, which in turn led to OCB/CWB. However, since the stressors included in the current study are usually attributed to the organization

as opposed to people, the mediating effect was observed more prominently for the organizational dimensions of OCB and CWB. Therefore, there was a match between the source of stressor (.i.e., the organization) and the target of the strain (i.e., OCB-O and CWB-O). Most importantly, findings supported the possibility that job satisfaction was a common link between certain stressors and both types of workplace behaviors. Although OCB and CWB are distinct constructs, both behaviors were related to stressors through job satisfaction. When people experiences role ambiguity and procedural injustice, their job satisfaction decreases, therefore they are less likely to engage in OCB-organizational and less likely to engage in CWB-organizational. Contrary to the expectations, the data did not support hypotheses that emotional exhaustion (Cropanzano et al., 2003) would mediate the relationship between stressors and overall OCB/CWB. However, a finer-grained analysis indicated that emotional exhaustion fully mediated the relationship between role ambiguity, procedural justice and CWB-organizational, whereas it partially mediated the relationship between role ambiguity, and CWB-personal. Moreover, emotional exhaustion was a partial mediator in the relationship between role ambiguity, procedural justice and OCB-Organizational. Although the mediating effect was as strong as in the case of job satisfaction, especially for OCB, emotional exhaustion still constituted a mechanism that links stressors to OCB-Organizational and CWB-Organizational. Both voluntary behaviors were related to stressors through emotional exhaustion to a certain extent. These findings render additional support for the stress-strain framework as a common ground to study and to impact both OCB and CWB.

The current study also contributes to the growing literature on proactive personality and responds to calls to "study proactive personality in new contexts" (Crant, 2000; p. 458). Proactive people perceived higher levels of procedural and distributive

justice, and lower levels of role ambiguity. There can be different explanations for these findings. First, proactive people may perceive fewer stressors, because they enjoy high perceived control (Parker & Sprigg, 1999). Second, they may engage in proactive coping, so they may adopt preventative measures and strategies, before stressors have an impact on them (Crant, 2000). Third, once they perceive stressors, they may deal with them more effectively (Parker & Sprigg, 1999) by actively approaching the problems and by trying to solve them constructively. In one study, personal initiative was positively correlated with problem-focused coping (Frese et al., 1997). For example, when proactive people experience role ambiguity, they may ask their supervisors and coworkers for clarification. When they experience injustice, they may take actions to deal with situations that are perceived unfairly. For example, if they are unfairly treated by their supervisor, they may ask for a different supervisor. Furthermore, proactive people are more likely to participate in organizational functions and committees, which are involved with decisions that influence justice perceptions. An unexpected finding was that proactive personality did not relate to organizational constraints. Although Crant (1993) suggested that proactive people are more likely to be unconstrained by situational forces, the constraints which were reported in the current study did not distinguish between proactive and nonproactive people.

Proactive personality was not significantly related to job satisfaction. In an effort to explain the mixed results for this relationship in the literature, Chan (2006) introduced the concept of situational judgment effectiveness. In his study, proactive personality was positively related to job satisfaction only when accompanied by situational judgment effectiveness. In other words, individuals who are proactive and who are effective in judging how to act in a situation at the same time reported high levels of job satisfaction.

Frese, Day, Hilburger, Leng and Tag (1997) offer two opposing relationship patterns that link job satisfaction and personal initiative (a similar construct to proactive personality). First, people with high initiative have high career aspirations and are long term orientation, so they may be less satisfied with their jobs. Second, people who are satisfied with their jobs may be more likely to take personal initiative and engage in proactive behaviors. Both Chan's (2006) and Frese's (1997) account emphasize the dynamics of the particular situations and individual's interpretation of the situation, therefore there is no clear-cut relationship between proactive personality and job satisfaction.

Proactive personality was also not significantly related to emotional exhaustion. There can be opposing factors at work here, as well. Proactive people may be better at dealing with certain stressors such as work demands (Parker & Sprigg, 1999), role ambiguity (Kammeyer-Mueller & Wanberg, 2003)) and injustice, so they may experience less emotional exhaustion due to them. However, high proactivity may come at the cost of high expectations, a tendency for risky behaviors, and less tolerance to other stressors (Crant, 2000). When desired outcomes are not attained, negative feedback from the self and the environment (e.g., supervisor) may lead to strains like emotional exhaustion.

Proactive personality did not moderate the relationship between job satisfaction and OCB/CWB. However, there was a strong trend such that the relationship between job satisfaction and CWB-organizational was stronger for non-proactive people than proactive people. When job satisfaction was low, proactive people engaged in less CWB-O than nonproactive people. When job satisfaction was high, proactive people engaged in more CWB-O than nonproactive people. This suggests that the relationship between job satisfaction and CWB-O is more complicated than initially foreseen. One possible

explanation is that proactive people's CWB-O is determined by factors other than job satisfaction, whereas for nonproactive people job satisfaction may be one of the strongest factors in deciding and engaging in CWB-O. Since proactive people are high in need for achievement (Bateman & Crant, 1993), they may take into account performance-related factors in addition to job satisfaction when they engage in CWB-O. Proactive personality did not moderate the relationship between emotional exhaustion and OCB/CWB. However, there was a strong trend such that the relationship between emotional exhaustion and OCB-O was stronger for proactive people than nonproactive people. At low and high levels of emotional exhaustion, proactive people engaged in more OCB-O than nonproactive people. There was a sharper decrease in OCB-O for proactive people than nonproactive people when emotional exhaustion increases. This finding emphasizes a strong trend that proactive people will engage in more OCB than nonproactive people when they experience emotional exhaustion.

Proactive personality was positively associated with both OCB-organizational and OCB-individual. Proactive personality has been related to job performance (Crant & Bateman, 1995; Thompson, 2005). Since OCB has been shown to affect performance ratings (Rotunda & Sackett, 2002), proactive may be more likely to engage in OCB than nonproactive people. Additionally, proactive people are high in need for achievement and are career oriented (Bateman & Crant, 1993; Crant, 2000). Therefore, they may see OCB as a way to perform better in organizational settings. Proactive people perceive high levels of role clarity, procedural justice and distributive justice, which have been related to OCB. Contrary to expectations, proactive personality was not associated with CWB, CWB-personal or CWB-organizational. Interestingly, proactive personality was significantly related to CWB-withdrawal among the five dimensions of CWB. One

explanation can be that in responding to stressors proactive people opted to avoid the work situation. It is unclear why and what they might have been doing during their time away from work. Perhaps they were engaged in some goal directed behavior, such as looking for a new job. In sum, the findings indicated that proactive personality was differentially related to various performance types. Whereas proactive personality did not relate to CWB, it was related to task performance and OCB.

Limitations and future directions

The current study has some limitations that should be noted. It was a cross-sectional study, therefore it is impossible to draw causal conclusions. The data were mainly collected in one organization, although an attempt was made to include participants from diversity of settings by recruiting employees who are students as well. Most of the jobs were white-collar jobs, therefore the type of job may have limited the extent to which certain stressors and strains were experienced. Furthermore, the range of reported CWB was very small, therefore correlations with the main variables may have been attenuated. Although there was convergence with OCB-O, The correlations between self-reported and other-reported voluntary behaviors were not very high. However, this is not an uncommon finding in literature and Dalal (2005) suggests the use of self-reports for voluntary behaviors may have some advantages over other sources. Self-report may be preferable, because employees themselves know better than anyone else and be in a better position to report accurately their own behavior. On the other hand, people also may not report the accurate amount of positive and negative behaviors due to various concerns such as social desirability or impression management. However, other-reports are subject to biases such as halo-effects (Dalal, 2005). Once an impression is formed of

the employee by a coworker, the employee is more likely to be evaluated similarly on different dimensions.

Future studies may strive to look at various mechanisms (in addition to job satisfaction) that affect both OCB and CWB simultaneously. The current study focused on a stressor-strain framework to explore antecedents and processes related to voluntary behaviors. Other frameworks can be utilized to investigate similarities and differences with respect to processes involved in OCB and CWB. The current study also focused on stressors that originated from the organization (i.e., constraints, role ambiguity, procedural and distributive injustice). The stressors bore more significant relationship with OCB/CWB directed at the organization than with OCB/CWB directed at individuals. It would be interesting to see whether the model will hold for stressors that involve interpersonal aspects of organizational life such as interpersonal conflict. Future studies should also look more into specific proactive behaviors (e.g., taking charge, proactive idea implementation or proactive coping behavior) instead of a general proactive personality construct. A behavior-focused approach would provide insights into how proactive people deal with stressors as well as under which conditions they are more likely to engage in OCB and CWB. Future researchers may also focus on the effects of proactive personality in the interpersonal domain. Thompson (2005) found that proactive personality was linked to high performance through networking. Proactive people may use a different set of skills and approaches in their interactions with other people. Therefore, proactive people may experience interpersonal stressors differently and may use social capital as an important resource to deal with stressors and better perform in the workplace. It would be interesting to explore environmental conditions (i.e., stressors) that give proactive people difficulty. For example, since they are high in need for

achievement, an environment which does not foster career development or person-environment fit may be problematic for proactive people. Lastly, a longitudinal study will help better understand how stressors, attitudes and voluntary behaviors are linked to proactive personality over time.

Conclusion

Studying OCB and CWB in the same framework has both theoretical and practical implications. In terms of theoretical implications, it helps identify the similarities and differences with respect to antecedents, processes and boundary conditions of non-task performance. Therefore, it advances our knowledge on both voluntary behaviors by comparing and contrasting them and provides insights into the recent categorizations of job performance. Although the stressor-task performance link bore mixed results, non-task performance which involves behaviors of a more voluntary nature (i.e., OCB and CWB) was affected by perceived stressors. In terms of practical implications, the knowledge of common antecedents of OCB and CWB allows managers to effectively deal with stressors that increase undesired outcomes (low OCB and high CWB) and that decrease desired outcomes (high OCB and low CWB). The insights gained with respect to proactive personality add to the theoretical and empirical work on proactive personality. The current study is the first study which looked at the effect of proactive personality on stressors, attitudes and workplace behaviors in a stress-strain framework. Proactivity is a promising avenue of research. Furthermore, there is an emphasis on proactivity and the self-sufficient employee model in the various organizations (Crant, 2000). Therefore, insights on proactive personality may help organizations and managers in their selection efforts and leadership practices.

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Appendices

Appendix A. Employee Questionnaire

Appendix B. Coworker Questionnaire

Appendix A

Employee Questionnaire

Put your own secret code here _____

The code should be at least 6 numbers/letters.
Be sure to put the same code on the coworker questionnaire.

EXPERIENCES AT THE WORKPLACE

Dear USF Employee:

This questionnaire is part of my master's thesis study on people's reactions to their jobs. I do not ask for your name, so the information you provide will be anonymous. You will receive 2 questionnaires, one marked "Employee Questionnaire" and the other marked "Coworker Questionnaire". Please begin by labeling both the "Employee Questionnaire" and the "Coworker Questionnaire" with a matching secret code. Other than the code, there will be no personal identification on either your survey or that of your co-worker.

Please fill out the "Employee Questionnaire" yourself based on your experiences on your present job. Also ask a coworker in your workgroup to fill out the "Coworker Questionnaire" with regards to YOU. Instruct your coworker to answer all questions based on his/her observations, experiences, impressions, and conversations with YOU on your present job. It is important that you **do not discuss these questions with your coworker** before both of you have completed filling out the survey.

Participation in this study is strictly voluntary and anonymous. There is no way your responses can be tracked to you as an individual or to your workgroup. Once you complete the questionnaire, mail it using the attached envelope with my return address on it.

Thank you in advance for participating! Feel free to contact if you have any questions.

Sincerely,
Ozgun B. Rodopman
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PCD 4118G

How often do you find it difficult or impossible to do your job because of ... ?

1	2	3	4	5
Never	Once or twice	Once or twice per month	Once or twice per week	Every day

1. Poor equipment or supplies	
2. Organizational rules and procedures	
3. Other employees	
4. Your supervisor	
5. Lack of equipment or supplies	
6. Inadequate training	
7. Interruptions by other people	
8. Lack of necessary information about what to do or how to do it	
9. Conflicting job demands	
10. Inadequate help from others	
11. Incorrect instructions	

Please indicate to what extent you agree or disagree with each statement.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately disagree	Neither Agree nor disagree	Moderately Agree	Agree	Strongly Agree

12. I know exactly what is expected of me	
13. I know that I have divided my time properly	
14. Explanation is clear of what has to be done	
15. I feel certain about how much authority I have	
16. I know what my responsibilities are	
17. Clear, planned goals/objectives exist for my job	

Please indicate to what extent you agree or disagree with each statement.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately disagree	Neither Agree nor disagree	Moderately Agree	Agree	Strongly Agree

When decisions about other employees in general or you in particular are made in this company...

18.	requests for clarification and additional information are allowed	
19.	you are treated with respect and dignity	
20.	you are dealt with in a truthful manner	
21.	all the sides affected by the decisions are represented	
22.	the decisions are applied with consistency to the parties affected	
23.	you are offered adequate justification for the decisions	
24.	accurate information upon which the decisions are based is collected	
25.	complete information upon which the decisions are based is collected	
26.	opportunities are provided to appeal or challenge the decisions	
27.	you are treated with kindness and consideration	
28.	you are shown concern for your rights as an employee	
29.	you are helped to understand the reasons for the decision	

To what extent are you fairly rewarded...

1	2	3	4	5
Very unfairly	Unfairly	Undecided	Fairly	Very fairly

30.	considering the responsibilities that you have	
31.	taking into account the amount of education and training you have had	
32.	in view of the amount of experience that you have	
33.	for the amount of effort that you put forth	
34.	for the work that you have done well	
35.	for the stresses and strains of your job	

Please indicate how often the statement describes you.

1 Strongly Disagree	2 Disagree	3 Moderately disagree	4 Neither Agree nor disagree	5 Moderately Agree	6 Agree	7 Strongly Agree

36. I am constantly on the lookout for new ways to improve my life	
37. Wherever I have been, I have been a powerful force for constructive change	
38. Nothing is more exciting than seeing my ideas turn into reality	
39. If I see something I don't like, I fix it	
40. No matter what the odds, if I believe in something I will make it happen	
41. I love being a champion for my ideas, even against other's opposition	
42. I excel at identifying opportunities	
43. I am always looking for better ways to do things	
44. If I believe in an idea, no obstacle will prevent me from making it happen	
45. I can spot a good opportunity long before others can	

How often have you experience the following things on your present job?

1 Few times a year	2 Monthly	3 A few times a month	4 Every week	5 A few times a week	6 Every day

46. I feel emotionally drained from my work	
47. I feel used up at the end of the workday	
48. I feel fatigued when I get up in the morning and have to face another day on the job	
49. Working with people all day is really a strain for me	
50. I feel burned out from my work	
51. I feel frustrated by my job	
52. I feel I am working too hard on my job	
53. Working with people directly puts too much stress on me	
54. I feel like I'm at the end of my rope	

Please indicate to what extent you agree with each statement.

1	2	3	4	5	6
Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree Moderately	Agree Very much

55. All in all, I am satisfied with my job	
56. In general, I don't like my job	
57. In general, I like working here	

How often do you engage in each of the following behaviors on your present job?

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Fairly often	Very often	Always

58. Help others who have been absent	
59. Willingly give your time to help others who have work-related problems	
60. Adjust your work schedule to accommodate other employees' requests for time off	
61. Go out of the way to make newer employees feel welcome in the work group	
62. Show genuine concern and courtesy towards coworkers, even under the most tyring business and personal situations	
63. Give up time to help others who have work or nonwork problems	
64. Assist others with their duties	
65. Share personal property with others to help their work	
66. Attend functions that are not required but that help the organizational image	
67. Keep up with developments in the organization	
68. Defend the organization when other employees criticize it	
69. Show pride when presenting the organization in public	
70. Offer ideas to improve the functioning of the organization	
71. Express loyalty towards the organization	
72. Take action to protect the organization from potential problems	
73. Demonstrate concern about the image of the organization	

How often have you done each of the following things on your present job?

1 Never	2 Once or twice	3 Once or twice per month	4 Once or twice per week	5 Every day

74. Purposely wasted your employer's materials/supplies	
75. Told people outside the job what a lousy place you work for	
76. Purposely did your work incorrectly	
77. Came to work late without permission	
78. Stayed home from work and said you were sick when you weren't	
79. Purposely damaged a piece of equipment or property	
80. Purposely dirtied or littered your place of work	
81. Stolen something belonging to your employer	
82. Started or continued a damaging or harmful rumor at work	
83. Been nasty or rude to a client or customer	
84. Purposely worked slowly when things needed to get done	
85. Taken a longer break than you were allowed to take	
86. Purposely failed to follow instructions	
87. Left work earlier than you were allowed to	
88. Insulted someone about their job performance	
89. Made fun of someone's personal life	
90. Took supplies or tools home without permission	
91. Put in to be paid for more hours than you worked	
92. Took money from your employer without permission	
93. Ignored someone at work	
94. Blamed someone at work for error you made	
95. Started an argument with someone at work	
96. Stole something belonging to someone at work	
97. Verbally abused someone at work	
98. Made an obscene gesture (the finger) to someone at work	
99. Threatened someone at work with violence	
100. Threatened someone at work, but not physically	
101. Said something obscene to someone at work to make them feel bad	
102. Did something to make someone at work look bad	
103. Played a mean prank to embarrass someone at work	
104. Looked at someone at work's private mail/property without permission	
105. Hit or pushed someone at work	
106. Insulted or made fun of someone at work	

Demographic Questions

Thank you for completing the questionnaires. Please take a moment to complete the following personal information:

1. Sex: M F

2. Age_____

3. What is your racial/ethnic heritage?
    1. White/Anglo or European American
    2. Black/African American
    3. Asian, Asian American, Pacific Islander
    4. Hispanic/Latino(a)
    5. Native American
    6. Bi-racial or multi-racial
    7. Other

4. Job Status: Full-time Part-time

5. Job type: Managerial Non-managerial

6. How long have you been working at this position? _____
7. How long have you been working at this organization?_____
8. How many hours do you work per week?_____

Thank you for participating in our study of work behavior!

Appendix B

Coworker Questionnaire

Put your own secret code here _____

The code should be at least 6 numbers/letters.
Be sure to have the same code on the employee questionnaire.

EXPERIENCES AT THE WORKPLACE

Dear USF Employee:

This questionnaire is part of my master's thesis study on people's reactions to their jobs. Please fill out the "Coworker Questionnaire" with regards to YOUR COWORKER, who is participating in this study. Answer all questions based on your observations, experiences, impressions, and conversations with YOUR COWORKER on his/her present job.

Partcipation in this study is strictly voluntary and anonymous. Other than the code, there will be no personal identification on either your survey. There is no way your responses can be tracked to you as an individual or to your workgroup. Once you complete the questionnaire, please mail it using the attached envelope with my return address on it.

Thank you in advance for participating! Feel free to contact if you have any questions.

Sincerely,

Ozgun B. Rodopman
Department of Psychology
University of South Florida
orodopma@mail.usf.edu
PCD 4118G

How often do your coworker find it difficult or impossible to do his/her job because of .. ?

1	2	3	4	5
Never	Once or twice	Once or twice per month	Once or twice per week	Every day

1. Poor equipment or supplies.	
2. Organizational rules and procedures.	
3. Other employees.	
4. Your supervisor.	
5. Lack of equipment or supplies.	
6. Inadequate training.	
7. Interruptions by other people.	
8. Lack of necessary information about what to do or how to do it.	
9. Conflicting job demands.	
10. Inadequate help from others.	
11. Incorrect instructions.	

How often does your coworker engage in the following behaviors on his/her present job?

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Fairly often	Very often	Always

12. Help others who have been absent	
13. Willingly give your time to help others who have work-related problems	
14. Adjust your work schedule to accommodate other employees' requests for time off	
15. Go out of the way to make newer employees feel welcome in the work group	
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23. Show pride when presenting the organization in public	
24. Offer ideas to improve the functioning of the organization	
25. Express loyalty towards the organization	
26. Take action to protect the organization from potential problems	
27. Demonstrate concern about the image of the organization	

How often has your coworker done each of the following things on his/her present job?

1 Never	2 Once or twice	3 Once or twice per month	4 Once or twice per week	5 Every day

28.	Purposely wasted your employer's materials/supplies	
29.	Told people outside the job what a lousy place you work for	
30.	Purposely did your work incorrectly	
31.	Came to work late without permission	
32.	Stayed home from work and said you were sick when you weren't	
33.	Purposely damaged a piece of equipment or property	
34.	Purposely dirtied or littered your place of work	
35.	Stolen something belonging to your employer	
36.	Started or continued a damaging or harmful rumor at work	
37.	Been nasty or rude to a client or customer	
38.	Purposely worked slowly when things needed to get done	
39.	Taken a longer break than you were allowed to take	
40.	Purposely failed to follow instructions	
41.	Left work earlier than you were allowed to	
42.	Insulted someone about their job performance	
43.	Made fun of someone's personal life	
44.	Took supplies or tools home without permission	
45.	Put in to be paid for more hours than you worked	
46.	Took money from your employer without permission	
47.	Ignored someone at work	
48.	Blamed someone at work for error you made	
49.	Started an argument with someone at work	
50.	Stole something belonging to someone at work	
51.	Verbally abused someone at work	
52.	Made an obscene gesture (the finger) to someone at work	
53.	Threatened someone at work with violence	
54.	Threatened someone at work, but not physically	
55.	Said something obscene to someone at work to make them feel bad	
56.	Did something to make someone at work look bad	
57.	Played a mean prank to embarrass someone at work	
58.	Looked at someone at work's private mail/property without permission	
59.	Hit or pushed someone at work	
60.	Insulted or made fun of someone at work	

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    2. Black/African American
    3. Asian, Asian American, Pacific Islander
    4. Hispanic/Latino(a)
    5. Native American
    6. Bi-racial or multi-racial
    7. Other

4. Job Status: Full-time Part-time

5. Job type: Managerial Non-managerial

6. How long have you been working at this position? _____
7. How long have you been working at this organization?_____
8. How many hours do you work per week?_____

9. How many hours do you work with or observe your coworker who is participating in this study on an <u>average work day</u>?

1= 0-1 hour
2= 1-2 hours
3= 2-4 hours
4= 4-6 hours
5= 6-8 hours
6= More than 8 hours

Thank you for participating in our study of work behavior!!!