

# Righting Our Wrongs: Examining the Moderating Effects of Moral Identity on the Relationship Between Counterproductive Work Behavior and Organizational Citizenship Behavior

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RIGHTING OUR WRONGS: EXAMINING THE MODERATING EFFECTS OF  
MORAL IDENTITY ON THE RELATIONSHIP BETWEEN  
COUNTERPRODUCTIVE WORK BEHAVIOR AND ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR

by

IAN HUGHES

A thesis submitted in partial fulfillment of the requirements  
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in the College of Psychology  
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at the University of Central Florida  
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## **Abstract**

There is a void that exists within the discretionary behavior literature as it pertains to the counterproductive work behavior (CWB) and organizational citizenship behavior (OCB) relationship, respectively. The present study examined the moderating effects of moral identity on the relationship between CWB and OCB. In addition, exploratory analyses using moral identity sub-dimensions, organizational fairness, and job satisfaction were conducted. The study recruited 254 participants using MTurk. Using moderated multiple regression, a moderating effect for internalization (a moral identity sub-dimension) was revealed for the relationship between the organizational sub-dimensions of CWB and OCB. Other moderation analyses proved to be non-significant. Theoretical and practical implications of results are discussed. Future research should implement a longitudinal design to help determine causality for the moderation finding, as the current study used cross-sectional data. Findings from this study could be used to help fill the CWB to OCB literature void previously mentioned.

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## CHAPTER 1: INTRODUCTION

In the past few decades, *counterproductive work behavior* (CWB) has become a more prevalent topic of study in the industrial/organizational psychology literature. CWBs are behaviors carried out by employees that are intended to harm their organization or organization members (Penney & Spector, 2002). These behaviors vary in severity, ranging from gossip, time wasting, and petty theft, to more deviant behaviors such as acts of physical aggression (Penney & Spector, 2002; Kelloway et al., 2010). Regardless of the approach a study takes on CWB, the consensus is unanimous: CWBs typically have a negative impact on the workplace. CWBs can lead to “lost productivity, increased insurance costs, lost or damaged property, and in turnover”, depending on the frequency and severity of the CWBs (Baron & Neuman, 1996; Benminson, 1994; LeBlanc & Kelloway, 2002; Vigoda, 2002; Penney & Spector, 2005, p. 778). Researchers have reported that up to 75% of employees partake in theft at least once (McGurn, 1988), and that around 70% of supervisors have experienced verbal aggression from their employees as a response to a negative performance evaluation (Geddes & Baron, 1997). Moreover, a study from Hiscox, a business insurance provider, found that organizations (with under 500 employees) lost on average over \$800 thousand in employee theft in 2014 alone (2015).

A seemingly opposite construct, *organizational citizenship behavior* (OCB), has also taken the spotlight in the industrial/organizational psychology research in the past few years. OCB, defined as “employee behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91; Klotz & Bolino, 2013), has often been studied alongside CWB due to their apparent opposite nature. However, recent research has discovered interrelatedness between these two constructs,



suggesting that they may not necessarily be opposite ends of the same continuum (Dalal, 2005).

Thus, a new line of research has since emerged examining the duality of the concepts, attempting to find the root of why and when an individual may exhibit both kinds of behaviors.

The proposed study investigates the CWB to OCB relationship using moral identity to moderate the relationship. Observing the effects of moral identity would allow for examination of the psychological motivators within the relationship, while also shedding light on why someone that engages in CWB may then engage in OCB. With CWBs occurring throughout organizations with such frequency, research on the relationships between CWB and OCB and other performance related constructs is a necessity for developing strategies to maintain peak productivity and well being in the workplace. The following sections will outline the body of research on CWB, OCB, and Moral Identity, as well as the interrelatedness between the constructs.

## **CHAPTER 2: RELEVANT RESEARCH AND HYPOTHESIS**

### **DEVELOPMENT**

#### **Defining Counterproductive Work Behavior**

As stated earlier, CWBs are behaviors that are “harmful to the organization by directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness” (Fox, Spector, & Miles, 2001, p. 292). These behaviors range in severity from minor forms of deviant behavior (e.g., checking the scores of last weekend’s football games at work, gossip), to more serious forms of deviance and even illegal behaviors (e.g., organizational theft, punching a coworker) (Robinson & Bennett, 1995).

Research into the classification of CWBs has revealed a very important distinction: the existence of two different dimensions of CWB. CWB can exist as CWB-I, or interpersonal CWB, or CWB-O, or organizational CWB. CWB-I typically exists as either political deviance (favoritism/nepotism, gossip, placing blame, etc.) or personal aggression (verbal/sexual harassment, stealing, violence, etc.), while CWB-O exists as production deviance (excessive breaks, intentional slowdown, absenteeism, resource wasting, etc.) or property deviance (equipment destruction/sabotage, organizational theft, kickback acceptance, etc.) (Robinson & Bennett, 1995). It is important to distinguish between the different dimensions when measuring CWB, as they are targeted at different sources, and can stem from different factors (Dalal, 2005). The different dimensions also carry different consequences, both positive and negative, on a social and organizational level. For example, CWB-Is can act as positive social functions - building group cohesiveness, as an example - while CWB-Os can serve as warning signals for

employee dissatisfaction within organizations (Best & Luckenbill, 1982; Robinson & Bennett, 1995).

Much research has been done on the predictors/triggers for these kinds of deviant behaviors, which consist of both situational/environmental factors and individual difference factors, such as personality traits or emotions. Studies have found that employees often engage in CWB-I or CWB-O as a means of seeking justice for perceived unfair treatment, with the differentiation depending on whether the organization or the supervisor is seen as the source (Lavelle et al., 2007). Lower levels of job satisfaction and high presence of job stressors have been analyzed and marked as predictors of CWB as well (Dalal, 2005; LePine, Erez, & Johnson, 2002; Fox, Spector, & Miles, 2001). Other studies have shown that negative emotions and deviant personality traits like narcissism have been linked to exhibitions of CWB (Penney & Spector, 2002). Locating and analyzing predictors of CWB is imperative to not only better understanding the concept itself, but potential relationships it may share with other constructs.

One of these constructs is OCB, which is the popular construct to compare and contrast with CWB, given their differences in nature. Because the nature of these two behaviors are so different, knowledge of OCB is crucial to fully understanding their relationship, and why someone would engage in both behaviors.

## **Defining Organizational Citizenship Behavior**

To reiterate, OCB is “employee behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91; Klotz & Bolino, 2013). It is important to note that OCBs do not have to go unrecognized/unrewarded to be classified as OCBs, as described in the original definition (Organ

1988). The supra-role nature of the behavior, and the desirability of such behavior by an organization, are the main concepts of OCB (Organ, 1997; Schnake 1991).

Similar to CWB, OCB is a multi-dimensional concept, with behaviors falling under OCB-I or OCB-O (interpersonal vs organizational) (Smith, Organ, & Near, 1983). Like CWB, the distinction between interpersonal and organizational OCB is based on the targets of the behavior, either individuals or the organization as a whole. Although more complex models of the taxonomy of OCB exist within the literature (Coleman & Borman, 2000; Organ 1988; Podsakoff & MacKenzie, 1994), it is recognized that the two-factor model is “the most stable and underlies the more complex models” (Organ & Paine, 1999; Dalal 2005, p. 1242). Examples of OCB include acts such as assisting coworkers with tasks outside of one’s responsibilities (OCB-I), and decorating/cleaning an employee common area (OCB-O).

Several studies have produced numerous findings on the predictors/triggers of OCB. OCB may stem from altruistic motives (e.g., concern for others or for the organization), a desire to appear morally just in front of coworkers, or a combination of both (Allen & Rush, 1998; Grant & Mayer, 2009). Research by Morrison (1994) found that employees may partake in OCB because they see it as part of their job. OCBs may also be performed reactively (e.g., “responding to a request for assistance”) or proactively (e.g., “offering help without being asked”) (Grant & Ashford, 2008; Klotz & Bolino, 2013, p. 296). A study by Bolino found that social pressure from fellow employees leads to OCB, a phenomenon called *citizenship pressure* (Bolino, Turnley, Gilstrap, & Suazo, 2010; Spector & Fox, 2010; Vigoda-Gadot, 2006). Positive perceptions of the work environment relate to positive emotion, which is positively associated with exhibitions of OCB (Miles, Borman, Spector, & Fox, 2002). Compensation for a perceived

lack of employee support will also compel individuals towards OCB, but not without a price (Spector & Fox, 2010). Both feelings of compensation and citizenship pressure have also been linked to exhibitions of CWB, as these concepts can create feelings of resentment and anger, as well as lead to higher levels of stress, all predictors of CWB (Bolino, Turnley, Gilstrap, & Suazo, 2010; Spector & Fox, 2010).

Discovery of predictors applying to both CWB and OCB has made research examining the relationship between both invaluable, as they can stem from the same situations/factors. With both CWB and OCB defined, interrelatedness and relationships between the two constructs can now be examined.

### **The Interrelatedness of CWB and OCB**

In much of the research literature, CWB and OCB are portrayed as stark opposites. Through simple observation, this appears evident, with some calling those who exhibit CWB bad apples (Dunlop & Lee, 2004), and those who exhibit OCB good soldiers (Bolino, Turnley, Gilstrap, & Suazo, 2010). While they are recognized as two distinct constructs (Dar, 2010), one is not quite the antithesis to other (Dalal, 2005). CWB and OCB share many of the same correlates (e.g., job satisfaction and justice) but relate to them in opposing ways (LePine, Erez, & Johnson, 2002; Organ & Ryan, 1995). Despite there being a non-united consensus on the relationship between the two constructs, an extensive body of work exists, and there have been numerous findings on the relationship between the two, OCB to CWB and vice versa (Dalal, 2005).

The Integrative Model of Extra Role Behavior helps explain the relationship between different correlates of both CWB and OCB. This model proposes that worker perception of the

environment relates to emotional reactions, which then influences individual behavior. Positive perceptions of the environment are associated with positive emotion, which is positively correlated with OCB, whereas negative perceptions are associated with negative emotion, which is positively correlated with CWB. Similar to other models dealing with subjective perception, there are many complex relationships within this model. For example, perceived high workload might frustrate and anger some, causing exhibitions of CWB, while others might take this perception of high workload and channel it as a means to go above and beyond their respective responsibilities. Personality traits, such as trait anger and trait anxiety, modify these relationships between CWB and OCB and individuals (Miles, Borman, Spector, & Fox, 2002).

Often times, OCB can lead to CWB when individuals feel compelled to go beyond their role in the workplace to compensate for others. Whether one is compensating for a supervisor, a fellow coworker, or for the structure of the organization itself, compulsion to partake in OCBs may generate feelings of resentment or anger, depending on who/what needs to be compensated. These same feelings of resentment can be generated from OCB stemming from organizational constraints (e.g., a lack of resources in the workplace) and supervisor demands/stressors (e.g., strict deadlines), and can result in these same individuals partaking in CWB. Individuals who do not feel like they are being sufficiently rewarded for their OCB may engage in CWB against their supervisors or organization, depending on who they feel should be rewarding them (Spector & Fox, 2010).

The CWB to OCB relationship, while having a significantly smaller body of research behind it, has presented a handful of findings. Relevant to this study, Spector & Fox found that individuals who commit CWB may engage in OCB as a means of washing away the guilt felt

from the CWB, a phenomenon known as moral cleansing (i.e., those who commit an immoral act may be motivated to restore their moral equilibrium by engaging in a good deed) (2010).

Depending on severity, both CWBs and OCBs typically have small immediate impacts on the workplace in terms of organizational effectiveness. Over time, though, both CWB and OCB can have large effects, both positive and negative, as the impact of both forms of behavior accumulate (Dunlop & Lee, 2004; Organ, Podsakoff, & MacKenzie, 2006). The relationships between OCB and CWB with overall business unit performance are not static however, as the effects of both vary based on the type of job being examined. For example, refraining from CWB is more critical than engaging in OCB in determining unit effectiveness in fast food chains, as many of the indicators of effectiveness in that setting (e.g., service time, customer communication) are conceptually and empirically intertwined to CWB as opposed to OCB (Podsakoff, Ahearne, & MacKenzie, 1997).

Much of the research on the interrelatedness of CWB and OCB targets the OCB to CWB relationship, as OCBs occur more frequently than CWBs (Spector & Fox, 2010). The large OCB to CWB body of research primarily focuses on immediate situational responses or emotional reflexes as factors in the relationship. As previously stated, minimal research has gone into the CWB to OCB relationship, leaving a need to examine the factors and scenarios that cause CWB to lead to OCB (Klotz & Bolino, 2013). The present study focuses on moral identity and the concept of moral cleansing and how that moderates the CWB to OCB relationship. Moral identity is explained in more detail in the following section.

## **Defining Moral Identity**

Moral identity is defined as a “self-regulatory mechanism that motivates moral action” (Blasi, 1984; Damon & Hart, 1992; Erikson, 1964; Hart, Atkins, & Ford, 1998; Aquino & Reed, 2002, p. 1423). Moral identity, similar to other identities, can be used to help construct an individual’s self-definitions (Aquino & Reed, 2002). An individual’s moral identity may also be associated with “certain, beliefs, attitudes, and behaviors” (Cheryan & Bodenhausen, 2000; Forehand, Deshpandé, & Reed, in press; Shih, Pittinsky, & Ambady, 1999; Aquino & Reed, 2002, p. 1423), and those whose “self concept is organized around their moral beliefs are highly likely to translate those beliefs into action consistently” (Damon & Hart, 1992, p. 455). It is important to note that moral identity does not replace moral reasoning as a predictor of moral behavior, rather it provides a “social-psychological motivator” for moral behavior (Aquino & Reed, 2002, p. 1425).

One’s moral identity can be activated or suppressed by numerous situational, environmental, or individual difference factors, leading to complex relationships between moral identity and exhibition of moral behavior (Forehand, Deshpandé, & Reed, in press). When the social consensus (i.e., the degree of social agreement regarding whether a proposed act is good or evil, or right or wrong [Jones, 1991]) surrounding a behavior is high, moral identity is a predictor of moral behavior. When the social consensus surrounding a behavior is low, moral judgment from peers moderates the relationship between identity and behavior (Reynolds & Ceranic, 2007).

Within moral identity lies a large set of traits that invoke this identity (or invoke traits that are aligned with one’s moral self-concept), and can lead to moral behavior. This set of traits



includes: *care, compassion, fairness, friendliness, generosity, helpfulness, honesty, kindness*, and the ability to be *hardworking*. These nine traits are not all-inclusive, rather they are traits recognized by a large amount of individuals as being “characteristic of a moral person”, deemed to have content validity by those within the moral studies literature (Aquino & Reed, 2002, p. 1426). Conceptually, there are two different components that – in addition to these traits – help define one’s moral identity: internalization and symbolization. Internalization refers to “the degree to which these traits are central to the self-concept” (e.g., how important one feels morally righteous traits are), while symbolization refers to “the degree to which these traits are reflected in the respondent’s actions in the world” (e.g., if one partakes in activities that communicate these traits to others) (Aquino & Reed, 2002; Winterich et al., 2013, p. 761). Much like the presence of the nine traits, levels of internalization and symbolization vary between individuals (Aquino & Reed, 2002).

As it relates to CWB and OCB, minimal research has been done on their relationship with moral identity. As previously discussed, both CWB and OCB may stem from personality factors (e.g., OCB is related to empathy and helpfulness, CWB is related to anger), and examining the psychological motivators within individuals can be used to explain what qualities would lead someone to engage in moral cleansing (i.e., commit an act of OCB after an act of CWB) (Penner, Fritzsche, Craiger, & Freifeld, 1995; Miles, Borman, Spector, & Fox, 2002).

## **CWB to OCB**

For the purpose of this study, it is proposed that exhibitions of CWB-I will be counteracted by exhibitions of OCB-I, and exhibitions of CWB-O will be counteracted by exhibitions of OCB-O. Examining the relationships between CWB-I and OCB-O, and CWB-O

and OCB-I, has been deemed “not as meaningful”, as these relationships involve behaviors aimed at different targets (Dalal, 2005). Due to a distinct lack of research on the CWB to OCB relationship, as well as the inclusion of moral identity as a moderator, it can be predicted that individuals will engage in moral cleansing as a means of offsetting their deviant behavior.

*Hypothesis 1: There will be a weak positive relationship between CWB-I and OCB-I, and between CWB-O and OCB-O.*

## **Moral Identity**

Previously, it was explained that moral identity acts as a “social-psychological motivator” for moral behavior. It can be assumed then, that different levels of moral identity will impact exhibitions of behavior as they fluctuate. CWB is no exception to this, and fluctuations in moral identity should impact levels of CWB exhibition within the study. Results are expected to show lower exhibitions of CWB when moral identity is high, and higher exhibitions of CWB when moral identity is low.

*Hypothesis 2: There will be a negative relationship between moral identity and exhibitions of CWB.*

The concept of moral cleansing relies on having high moral identity in order for it to occur. If an individual is lacking in empathic qualities, they will have no compulsion to make up for any deviant action they commit. Following this logic, it can be predicted that moral identity will moderate the CWB-I to OCB-I and CWB-O to OCB-O relationships - as the presence of high moral identity should increase the frequency of OCB following CWB, while low moral identity should decrease the frequency of OCB following CWB.

*Hypothesis 3: The CWB-I to OCB-I and CWB-O to OCB-O relationships will be moderated by moral identity.*

## **Job Satisfaction**

For exploratory purposes, the relationships between both types of CWB and OCB exhibition and job satisfaction will be observed throughout the study. Job satisfaction is defined as “an internal state that is expressed by affectively and/or cognitively evaluating an experienced job with some degree of favor/disfavor”, and is a sensation all employees feel (Brief, 1998, p. 86). This construct focuses on satisfaction with factors such as pay, supervision, company policy, and nature of work (Hirschfield, 2000; Rothmann, 2008).

Throughout the CWB and OCB literatures, extensive research has been done on their respective relationships with job satisfaction. In brief, Job satisfaction has a direct relationship with both CWB-I and CWB-O (Mount, Ilies, & Johnson, 2006), and is closely associated with specific kinds of deviant behaviors, such as absenteeism (Sinha & Singh, 1961). With regards to OCB, job satisfaction has shown positive associations with OCB, despite there being skepticism on which kind of job satisfaction (satisfaction in reference to tasks or supervisors) contributes most to exhibitions of OCB (Organ, 1988; Bateman & Organ, 1983; Williams, Podsakoff, & Huber, 1986).

Although no formal hypotheses will be proposed for this construct and its relationship with other constructs within the study, job satisfaction in relation to the two types of CWB and OCB exhibition will be observed and measured in case findings from this study can significantly contribute to the CWB and OCB literature.

## **Organizational Justice**

The current study hypothesizes that individuals will make up for their CWB by engaging in OCB – essentially “righting a wrong.” It can be helpful to view this relationship as a moral scorecard – starting at zero – with a point deducted for every CWB exhibited, and a point added for every OCB exhibited, where individuals would want to remain in a neutral or positive standing. However, this scorecard analogy only works when individuals feel that their CWB is wrong, and that OCB is the right way to make up for this wrongdoing. An individual who is seeking justice for perceived mistreatment may feel that engaging in CWB is the right way to even – or add to – the scorecard. In order to control for justice-seeking employees, perception of overall organizational justice will be assessed in participants.

Organizational justice – originally coined by Greenberg – was created as a catch-all term for research dealing with the perception of fairness in the workplace (1987). Up until that point, several dimensions of justice within the workplace had been defined and explored. For the purpose of this study, it is important to define two dimensions in particular: procedural justice and interactional justice. Procedural justice can be defined as “the justice of the processes that lead to decision outcomes” in an organization (i.e., how fair are the means to reach the ends?) (Leventhal, 1980; Leventhal, Karuza, & Fry, 1980; Thibaut & Walker, 1975; Colquitt, 2001, p. 386). Interactional justice – defined as “the interpersonal treatment people receive as procedures are enacted” (Bies & Moag, 1986; Colquitt, 2001, p. 386) – is often seen as a subset of procedural justice. A study from Fox, Spector, and Miles found that higher levels of perceived injustice in individuals is positively correlated with both negative emotion and CWB, making

this an important construct to assess when observing CWB and other kinds of discretionary behavior (2001).

Like job satisfaction, no formal hypotheses will be made for this construct within the study. However, it will act as a control variable in order to accurately observe the desired CWB to OCB relationship (i.e., individuals will choose to offset their CWB with OCB due to the presence of moral identity), and will also be tested as a moderator variable between both CWB-I and OCB-I and CWB-O and OCB-O.

## **CHAPTER 3: METHODOLOGY**

### **Participants and Procedure**

For this study, the desired sample size is 300 participants. In order to avoid any ethical confounds in terms of assessment distribution (i.e., having an employer distribute assessments dealing with CWB), and to prevent environmentally pressured response bias (i.e., filling out these assessments within the workplace), participants will be recruited via Amazon's Mechanical Turk (MTurk). MTurk is a crowdsourcing service that allows researchers to gather large amounts of data through the web, while setting limitations on who can complete their study. Prerequisites for this study will include being at least 18 years of age and be working at least 30 hours a week. Participants will be instructed to complete assessments on CWB, OCB, moral identity, and job satisfaction, as well as a job diagnostic survey to gain information about their perception of various workplace constructs. Upon assessment completion, participants will be reimbursed \$2 dollars.

### **Measures**

See Appendix A for a comprehensive list of assessments and their questions.

### **Job Diagnostic Survey**

To begin, participants will complete the 21-item Job Diagnostic Survey (JDS) (Hackman & Oldham, 1974). The questions cover several different constructs within the workplace such as autonomy, skill variety, task significance, task identity, feedback from the job itself, feedback from agents, and dealing with others. Measuring autonomy is of particular importance, as those with low job autonomy may not have enough free time to engage in discretionary behavior –

good or bad. It is important that we begin with this survey as well, as it gets participants thinking about and focusing on their jobs at the start of the survey. Responses will be quantified using a Likert-esque scale (1 = very inaccurate, 7 = very accurate). An example of a question asked includes “The job gives me considerable opportunity for independence and freedom in how I do the work”, which measures autonomy.

### **Counterproductive Work Behavior**

To measure CWB, the 32-item Counterproductive Work Behavior Checklist (CWB-C) will be employed (Spector et al., 2006). The questions cover the various types of CWB (“aggression, sabotage, theft, and withdrawal”) as well as the two different dimensions of CWB, and participants will be asked to respond with how frequently they engage in the type of CWB described (Spector et al., 2006). Frequency of engagement will be measured using a five-point Likert-esque scale (1 = *Never*, and 5 = *Every day*). An example of a question asked includes “Threatened someone at work with violence”, which deals with aggression.

### **Organizational Citizenship Behavior**

To measure OCB, the 20-item Organizational Citizenship Behavior Checklist (OCB-C) developed by Fox and Spector (2011) will be used. The questions cover both OCB-O and OCB-I, and participants will be asked to respond with the frequency in which they engage in the described behavior. Frequency of engagement will be measured a Likert-type scale (1 = *Never*, and 5 = *Every day*). An example of a question asked includes “Gave up meal and other breaks to complete work”, which is an exhibition of OCB-O.

## **Job Satisfaction**

Job Satisfaction will be measured using the 3-item Michigan Organizational Assessment Questionnaire Job Satisfaction Survey (MOAQ-JSS) (Camman et al., 1979). The questions assess overall job satisfaction. Responses will be quantified using a Likert-esque scale (1 = *Extremely Disagree*, 5 = *Extremely Agree*). An example of a question asked includes “All in all, I am satisfied with my job.”

## **Organizational Justice**

Organizational Justice will be measured using the 6-item Perceived Overall Justice Scale (Ambrose & Schminke, 2009). The questions assess both personal justice experiences and overall fairness within the organization. Responses will be quantified using a Likert-esque scale (1 = Strongly Disagree, 7 = Strongly Agree). An example of a question asked includes “In general, the treatment I receive around here is fair.”

## **Moral Identity**

Moral Identity will be assessed using the 10-item scale developed by Aquino and Reed (2002). Participants will be displayed the nine moral traits that embody moral identity, and will be prompted to visualize how an individual with these traits would “think, feel, and act.” From there, they will use their image created from the prompt to answer the 10 items. Specific items cover symbolization, while others cover internalization. Responses will be quantified using a Likert-esque scale (1 = *strongly disagree*, 7 = *strongly agree*). An example of a question asked includes “Being someone who has these characteristics is an important part of who I am.”

## **Proposed Analyses**



Analyses will be conducted in SPSS to test the proposed hypotheses for this study. For the main effect hypotheses (CWB to OCB, Moral Identity on CWB), multiple regression will be used. Factors such as gender will be controlled, as studies have shown that men are more likely to engage in “aggressive interpersonal behaviors”, while women tend to possess significantly higher levels of “pleasantness and calmness”, both of which are linked to OCB engagement (González-Mule, Kiersch, & Mount, 2013; Miles, Borman, Spector, & Fox, 2002). For the moderator hypothesis (moral identity on CWB to OCB), moderated multiple regression will be used.

## CHAPTER 4: RESULTS

### Data Cleaning Procedures and Descriptive Statistics

Upon completion of data collection, the complete dataset was exported from MTurk onto the Statistical Package for Social Science (SPSS 24) for analysis. The initial dataset contained 336 responses, however, responses that met particular exclusion criteria were removed from the dataset to ensure validity of the results. These criteria included: participants who were under 18 years of age ( $N = 5$ ), participants who were not employed ( $N = 11$ ), participants who were not working 30 or more hours per week ( $N = 13$ ), participants who did not report their MTurk Worker ID ( $N = 6$ ), participants who filled out an incomplete survey (i.e., anyone who did not respond to one or more items in the measure,  $N = 29$ ), and participants who missed any of the (4) attention check items ( $N = 18$ ).

After data cleaning, responses from 254 participants were retained. Of the remaining participants, 155 were males and 99 were females, with a mean age of 33.61 ( $SD = 8.32$ ). Participants worked on average 41.58 hours per week ( $SD = 5.32$ ), with the most popular occupations being Professional, Scientific, and Technical Services ( $N = 31$ ), Information Services ( $N = 25$ ), and Retail Trade ( $N = 24$ ). When scoring the measures, higher averages indicated higher levels of a construct. Referring to Table 1, Autonomy was something most individuals seemed to possess while on the job ( $M = 4.91$ ,  $SD = 1.19$ ), meaning that exhibitions of discretionary behavior were more possible. Exhibitions of both CWB-I ( $M = 1.67$ ,  $SD = 1.03$ ) and CWB-O ( $M = 1.79$ ,  $SD = .99$ ) were rather low, while exhibitions of OCB-I ( $M = 3.07$ ,  $SD = .72$ ) and OCB-O ( $M = 3.06$ ,  $SD = .75$ ) were notably higher. Both job satisfaction ( $M = 3.79$ ,  $SD = .95$ ) and organizational fairness ( $M = 5.22$ ,  $SD = 1.25$ ) were perceived fairly high. In terms of

moral identity, internalization ( $M = 5.66$ ,  $SD = 1.11$ ) had a higher aggregate score than symbolization ( $M = 4.39$ ,  $SD = 1.49$ ). As shown in Table 1, for most variables observed ranges were close to possible ranges, which suggests that range restriction was not a major problem.

The complete table of descriptive statistics can be found in Table 1 below.

**Table 1: Descriptive and Reliability Statistics**

Variables	Mean	SD	Possible Range	Observed Range	Cronbach's Alpha
Autonomy	4.91	1.19	1-7	1-7	.50
MOAQ	3.79	.95	1-5	1-5	.86
POJS	5.22	1.25	1-7	1-7	.88
Internalization	5.66	1.11	1-7	2.20-7	.77
Symbolization	4.39	1.49	1-7	1-7	.92
OCBI	3.07	.72	1-5	1.31-5	.89
OCBO	3.06	.75	1-5	1-5	.79
CWBI	1.67	1.03	1-5	1-4.67	.98
CWBO	1.79	.99	1-5	1-4.64	.97
Moral Identity (Composite)	5.02	.95	1-7	1.6-7	.79
CWB (Composite)	1.72	1.0	1-5	1-4.59	.99

Note.  $N = 254$  MOAQ = Michigan Organizational Assessment Questionnaire (Job Satisfaction); POJS = Perception of Organizational Justice Scale (Fairness); OCBI = Organizational Citizenship Behavior (Interpersonal); OCBO = Organizational Citizenship Behavior (Organizational); CWBI = Counterproductive Work Behavior (Interpersonal); CWBO = Counterproductive Work Behavior (Organizational)

Autonomy displayed a low alpha value (.50), which may have been the result of it being a three-item measure with one of the three items being reverse coded. A study by Hughes found that incorrect responses on measures containing even one reverse coded item can significantly impact scale mean and item variance – as incorrect responses occur on the opposite end of typical responses – along with decreasing internal reliability (2009). Knowing this, the latter should hold particularly true for measures as short as three items, which may help explain the lower alpha value for the Autonomy scale. As shown in Table 1, the alpha values for all other measures were over .70.

## Correlations

Hypothesis 1 predicted that there would be a weak positive relationship between CWB-I and OCB-I, and CWB-O and OCB-O. As shown in Table 2, there was indeed a positive relationship between CWB-I and OCB-I ( $r(252) = .44, p < .01$ ), and between CWB-O and OCB-O ( $r(252) = .36, p < .01$ ). Hypothesis 2 predicted that there would be a negative relationship between moral identity and overall exhibitions of CWB. A negative relationship was observed, but was non-significant ( $r(252) = -.09, p = .147$ ).

**Table 2: Correlations**

Variables	1	2	3	4	5	6	7	8	9	10	11
1. AUTO	-										
2. MOAQ	.33**	-									
3. POJS	.34**	.76**	-								
4. IN	.22**	.31**	.49**	-							
5. SYM	-.06	.39**	.19**	.05	-						
6. OCBI	-.21**	.08	-.03	-.08	.39**	-					
7. OCBO	-.11	.18**	.05	-.07	.46**	.82**	-				
8. CWBI	-.20**	-.18**	-.32**	-.57**	.32**	.44**	.42**	-			
9. CWBO	-.22**	-.20**	-.33**	-.57**	.29**	.38**	.36**	.95**	-		
10. MI	.08	.49**	.44**	.63**	.81**	.25**	.31**	-.08	-.10	-	
11. CWB	-.21**	-.19**	-.33**	-.58**	.32**	.42**	.40**	.99**	.98**	-.09	-

Note. N = 254 AUTO = Autonomy; MOAQ = Michigan Organizational Assessment Questionnaire (Job Satisfaction); POJS = Perception of Organizational Justice Scale (Fairness); IN = Internalization; SYM = Symbolization; OCBI = Organizational Citizenship Behavior (Interpersonal); OCBO = Organizational Citizenship Behavior (Organizational); CWBI = Counterproductive Work Behavior (Interpersonal); CWBO = Counterproductive Work Behavior (Organizational); MI = Overall Moral Identity; CWB = Counterproductive Work Behavior (Overall)

\* $p \leq .05$ , two-tailed.

\*\* $p \leq .01$ , two-tailed.

## Hierarchical Regression

A series of hierarchical regression analyses were conducted to test the moderating effects of moral identity – as well as its sub-dimensions (symbolization and internalization) – on the

relationship between counterproductive work behavior and organizational citizenship behavior, more specifically CWB-I to OCB-I and CWB-O to OCB-O. Additional exploratory analyses using organizational fairness and job satisfaction as moderators were also conducted. CWB-I, CWB-O, OCB-I, OCB-O, Autonomy, Organizational Fairness (OF), Job Satisfaction (MOAQ), Internalization (IN), Symbolization (SYM), and Moral Identity as a composite variable (MI) were all mean-centered before analyses were conducted. The practice of mean-centering variables has been shown to reduce covariance between linear and interactions terms, which therefore minimizes multi-collinearity in moderated regression analyses (Cronbach, 1987; Smith & Sasaki, 1979; Yi, 1989). Despite much debate as to whether or not this practice is necessary – or whether it actually works to alleviate multi-collinearity – researchers have confirmed that mean centering is not harmful, and is just one method amongst many used to help interpret and understand data (Echambadi & Hess, 2007).

In order to test the effects of moderation, procedures recommended by Aiken and West were employed (1991). Step 1 of each analysis included numerous variables that were to be controlled during the analysis. Controlling variables in Step 1 of the analysis allows for cleaner observation of relationships between predictors and dependent variables of interest. The variables controlled – as well as the variables entered in other steps – varied depending on the model of the relationship being observed. In Step 2, variables were entered to observe their main effects. In Step 3, the proper two-way interaction term was entered.

Hypothesis 3 predicted that both the CWB-I to OCB-I (Model 1) and CWB-O to OCB-O (Model 2) relationships would be moderated by moral identity. To test Model 1, autonomy, gender, and fairness were controlled in Step 1 of the analysis. As previously stated (see

“Proposed Analyses”), studies have shown that men are more likely to engage in “aggressive interpersonal behaviors”, and women tend to possess significantly higher levels of “pleasantness and calmness”, both of which are linked to OCB engagement – leading to gender being controlled within the analysis (González-Mule, Kiersch, & Mount, 2013; Miles, Borman, Spector, & Fox, 2002). Autonomy was controlled as those who lack autonomy may lack the freedom to engage in discretionary behaviors, such as OCB or CWB. Fairness was controlled, since fairness may impact whether employees engage in either behavior. As shown in Table 3, the variables in Step 1 significantly explained 5.1% of the change in variance in the analyses. In Step 2, CWB-I and Moral Identity were entered into the regression analysis. The addition of these constructs significantly explained 24.5% of the change in variance in the analyses. There was not a significant interaction effect of moral identity on the relationship between CWB-I and OCB-I ( $\Delta R^2 = 0\%$ ,  $B = .002$ ) in Step 3. In the final model, Autonomy ( $B = -.103$ ), CWB-I ( $B = .311$ ), and overall Moral Identity ( $B = .198$ ) were all significant predictors of OCB-I, as referenced in Table 3.

To test Model 2, Autonomy, Gender, and Fairness were again controlled in Step 1 of the analysis. As can be seen in Table 4, the addition of these variables explained 2.1% of the change in variance of the analyses. In Step 2, CWB-O and Moral Identity were entered in the regression analysis. The addition of these constructs significantly explained 23.9% of the change in variance in the analyses. There was not a significant interaction effect of moral identity on the relationship between CWB-O and OCB-O ( $\Delta R^2 = 0\%$ ,  $B = -.007$ ). In the final model, both CWB-O ( $B = .301$ ) and overall Moral Identity ( $B = .271$ ) were significant predictors of OCB-O.

**Table 3: Summary of Hierarchical Regression Analysis for Moderating Effects of Moral Identity on CWB-I to OCB-I**

Variables	<i>t</i>	B	<i>R</i> <sup>2</sup>	$\Delta R^2$	Sig. F Change
Step 1			.040	.051	.004
(Constant)	55.032	3.095			
Autonomy	-3.602***	-.142			
Gender	-.691	-.063			
Fairness	.844	.032			
Step 2			.282	.245	.000
(Constant)	64.227	3.093			
Autonomy	-2.991**	-.103			
Gender	-.730	-.058			
Fairness	.950	.036			
CWB-I	7.850***	.311			
Moral Identity (MI)	4.383***	.199			
Step 3			.279	.000	.979
(Constant)	62.340	3.093			
Autonomy	-2.984**	-.103			
Gender	-.729	-.058			
Fairness	.945	.036			
CWB-I	7.832***	.311			
MI	3.963***	.198			
MI x CWB-I	.027	.002			

*N* = 254

\**p* < .05

\*\**p* < .01

\*\*\**p* < .001

**Table 4: Summary of Hierarchical Regression Analysis for Moderating Effects of Moral Identity on CWB-O to OCB-O**

Variables	<i>t</i>	B	<i>R</i> <sup>2</sup>	$\Delta R^2$	Sig. F Change
Step 1			.009	.021	.152
(Constant)	50.460	3.052			
Autonomy	-2.108	-.089			
Gender	.341	.033			
Fairness	1.554	.063			
Step 2			.245	.239	.000
(Constant)	57.290	3.040			
Autonomy	-1.141	-.042			
Gender	.744	.064			
Fairness	.957	.039			
CWB-O	6.758***	.302			
Moral Identity (MI)	5.480***	.268			
Step 3			.242	.000	.913
(Constant)	56.541	3.039			
Autonomy	-1.139	-.042			
Gender	.747	.064			
Fairness	.939	.038			
CWB-O	6.736***	.301			
MI	5.004***	.271			
MI x CWB-O	-.109	-.007			

*N* = 254

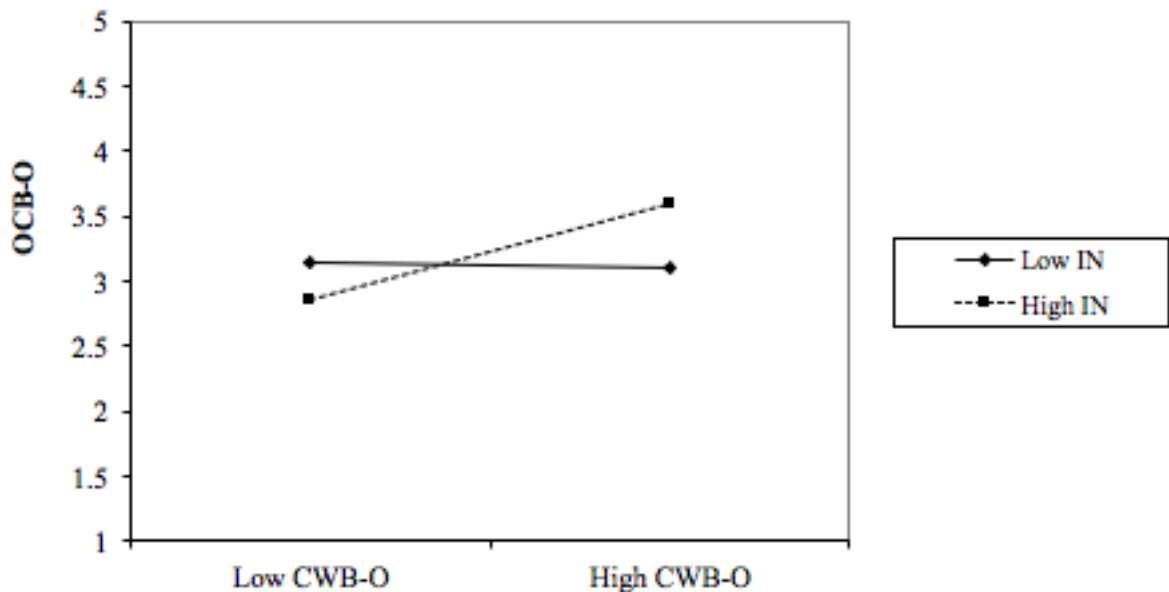
\**p* < .05

\*\**p* < .01

\*\*\**p* < .001



A series of additional exploratory analyses were conducted after testing the moral identity interaction for Models 1 and 2. The first set of exploratory analyses involved whether the sub-dimensions of moral identity moderated the CWB-I to OCB-I and CWB-O to OCB-O relationships. Symbolization was analyzed first – beginning with the CWB-I to OCB-I relationship (Model 3) followed by the CWB-O to OCB-O relationship (Model 4). In both Model's 3 and 4, Autonomy, Gender, and Fairness were controlled. Analysis of both Model 3 ( $\Delta R^2 = 0\%$ ,  $B = -.007$ ) and 4 ( $\Delta R^2 = 1\%$ ,  $B = -.070$ ) showed no significant interaction effects of symbolization on their respective relationships. Internalization was then analyzed – starting with the CWB-I to OCB-I relationship (Model 5), followed by the CWB-O to OCB-O relationship (Model 6). In both Model's 5 and 6, Autonomy, Gender, and Fairness were controlled. Analysis of Model 5 showed no significant interaction effect of internalization ( $\Delta R^2 = 1\%$ ,  $B = .036$ ) on the CWB-I to OCB-I relationship. Referring to Table 5, in Step 1 of Model 6, Autonomy, Gender, and Fairness explained 2.1% of the change in variance in the analyses. In Step 2, CWB-O and Internalization were entered into the regression analysis. The addition of these constructs significantly explained 15.9% of the change in variance in the analysis. Analysis of Model 6 revealed a significant interaction effect of internalization on the CWB-O to OCB-O relationship ( $\Delta R^2 = 2.6\%$ ,  $B = .183$ ,  $p < .01$ ) in Step 3.



**Figure 1: Interaction Plot**

A two-way interaction plot was created (Figure 1) by plotting the CWB-O to OCB-O relationship one standard deviation above and below the mean for internalization. As shown in Figure 1, for individuals who reported low internalization, there is essentially no relationship between CWB-O and OCB-O. However, for those reporting high internalization, CWB-O and OCB-O were positively related. In other words, the positive relationship between CWB-O and OCB-O (i.e., offsetting one’s deviant behavior with supra-role good behavior) only holds for those individuals who have higher internalization (i.e., those who feel that having moral traits is important for their beliefs).

As referenced in Table 5, it was revealed that Fairness ( $\Delta R^2 = 2.6\%$ ,  $B = .104$ ) and CWB-O ( $\Delta R^2 = 2.6\%$ ,  $B = .177$ ) were significant predictors of OCB-O. A complete breakdown of the regression weights of this analysis can be found in Table 5 below.

**Table 5: Summary of Hierarchical Regression Analysis for Moderating Effects of Internalization on CWB-O to OCB-O**

Variables	<i>t</i>	B	<i>R</i> <sup>2</sup>	$\Delta R^2$	Sig. F Change
Step 1			.009	.021	.152
(Constant)	50.460	3.052			
Autonomy	-2.108	-.089			
Gender	.341	.033			
Fairness	1.554	.063			
Step 2			.163	.159	.000
(Constant)	54.827	3.059			
Autonomy	-1.512	-.059			
Gender	.171	.015			
Fairness	2.631***	.109			
CWB-O	6.694***	.359			
Internalization (IN)	1.709	.088			
Step 3			.186	.026	.005
(Constant)	47.191	3.168			
Autonomy	-1.713	-.066			
Gender	.314	.028			
Fairness	2.547**	.104			
CWB-O	2.122*	.177			
IN	.819	.044			
IN x CWB-O	2.841**	.183			

*N* = 254

\**p* < .05

\*\**p* < .01

\*\*\**p* < .001

The interaction effects of Fairness were tested on the CWB-I to OCB-I (Model 7) and CWB-O to OCB-O (Model 8) relationships. In Step 1 of both Models, only Autonomy and Gender were controlled. Both Model 7 ( $\Delta R^2 = .1\%$ ,  $B = -.029$ ) and Model 8 ( $\Delta R^2 = .3\%$ ,  $B = .054$ ) showed no significant interaction effects of Fairness on either relationship.

Lastly, the interaction effects of Job Satisfaction were tested on the CWB-I to OCB-I (Model 9) and CWB-O to OCB-O (Model 10) relationships. In Step 1 of both models: Autonomy, Gender, and Fairness were controlled. Both Model 9 ( $\Delta R^2 = 0\%$ ,  $B = .019$ ) and Model 10 ( $\Delta R^2 = .4\%$ ,  $B = .066$ ) showed no significant interaction effects of Job Satisfaction on either relationship. However, Job Satisfaction was found to be a significant predictor of OCB-O (Model 10;  $\Delta R^2 = .4\%$ ,  $B = .228$ ) in Step 3. This finding mirrors observations made by previous studies (Puffer, 1987; Smith et al., 1983).

## **CHAPTER 6: DISCUSSION**

The present study examined the relationship between CWB and OCB – and their respective sub-dimensions – and how this relationship is impacted by Moral Identity and its sub-dimensions. Research such as this is important in discovering trends and correlates in this relationship, particularly as it applies to the CWB and OCB direction, as there is a gap in the literature as it pertains to said direction.

In terms of main hypotheses, results varied in terms of support. Hypothesis 1 was supported, as there was a significant positive relationship between CWB-I and OCB-I, and between CWB-O and OCB-O. Hypothesis 2 was not supported, since a negative relationship between overall exhibitions of CWB and Moral Identity was observed but was non-significant. While hypothesis 3 – which stated that there would be a significant moderating effect of moral identity on the CWB-I to OCB-I and CWB-O to OCB-O relationships – was not supported, exploratory analyses revealed a moderating effect of internalization (a moral identity sub-dimension focused on the value one gives to possessing moral traits) on the CWB-O to OCB-O relationship.

### **Theoretical Implications**

The present study reported several significant findings. Some of the present study's findings are novel with respect to the discretionary behavior literature. Significant positive relationships between CWB-I and OCB-I, and CWB-O and OCB-O were observed, which supported Hypothesis 1. Throughout the bulk of the discretionary behavior literature, we tend to see a significant negative relationship between CWB and OCB as composite constructs (e.g., Ariani, 2013; Dalal, 2005; Sackett et al., 2006). However, numerous studies have examined the

interrelatedness of CWB and OCB, and there lacks a united model explaining how exactly these constructs are related and the strength of their relationship (Dalal, 2005). Two particular perspectives have – for some time – been competing with one another with regard to explaining the relationship between CWB and OCB as domains of performance. The first perspective views OCB and CWB as “different points on a single continuum” (Sackett et al., 2006, p. 443) (e.g., Bennett & Stamper, 2001; Collins & Griffin, 1998; Giacalone & Greenberg, 1997). Based on this perspective, performance would be conceptualized as “task performance” and “nontask performance”, with the latter dimension including discretionary behaviors such as CWB and OCB. The second perspective views OCB and CWB as distinct performance constructs, and argues that CWB and OCB should not be placed on a single continuum (e.g., Drimmer, 1991; Hunt, 1996; Sackett & DeVore, 2001). The reason for this is that placing these behaviors on the same positive-negative continuum does not leave room to account for the dimensionality of the behaviors (i.e., interpersonal versus organizational CWB/OCB), or the “covariation in the performance of these behaviors” (Sackett et al., 2006, p. 444). Under the distinct constructs perspective, it is “conceptually possible for an individual to exhibit high levels of both CWB and OCB” (Sackett et al., 2006, p. 444). The positive correlation of these behaviors within the present study adds credence to the “moral scorecard” theory proposed in an early section (see “Exploratory Research”, under “Organizational Justice.”), as well as the distinct construct perspective.

With regards to the moral scorecard theory, it was implied in Hypothesis 3 that the reason individuals would offset their CWB with OCB would be high levels of moral identity. For the majority of models, this was not the case. However, with regards to Model 1 (CWB-I to OCB-I)

and Model 2 (CWB-O to OCB-O), the respective dimension of CWB (either CWB-I for Model 1 or CWB-O for Model 2) was predictive of the corresponding dimension of OCB (OCB-I for Model 1, OCB-O for Model 2) (refer to Tables 3 and 4). There was a lack of a moderating effect of moral identity, yet CWB was still predictive of OCB with respect to their dimensionality.

The moral scorecard theory does hold true for one particular model though, as the CWB-O to OCB-O relationship was indeed moderated by the internalization dimension of moral identity. When applying this theory to this model, individuals with higher levels of internalization may offset their organization-oriented deviant behavior (e.g., employee shrinkage, vandalism, etc.) with supra-role good behaviors targeted at the organization (e.g., tidying up an employee common area, giving up meals to complete work tasks, etc). To reiterate construct dimension definitions, internalization refers to how important one feels the possession of moral traits are to their self-concept, while symbolization refers to how one shows to others they value moral traits (Aquino & Reed, 2002). To name an example for each, internalization tends to be high in those who feel that the possession of moral traits is very important to who they are as individuals, while symbolization – which acts as a kind of “social object” in the world to convey to others that one has moral traits – tends to be high in those who are religious, as religiosity is often seen as symbolic of one’s commitment to a moral lifestyle (Aquino & Reed, 2002, p. 1436). Within Aquino and Reed’s study, it was found that symbolization shared the strongest relationships with measures that included outcomes/behaviors with a public dimension, and that when that public dimension was removed, internalization shared the strongest relationships with the remaining measures (i.e., moral reasoning, normlessness, etc.) (2002). Previous studies (e.g., Mercado & Dilchert, 2017; Oh et al., 2014) have noted that behaviors aimed at organizations

tend to be less visible than their interpersonal counterparts. Due to this lessened visibility, it would make sense that the component of moral identity dealing with how important moral traits are to one's self concept would moderate the relationship between CWB-O and OCB-O, and not the component requiring they show others that they feel these moral traits are important. Interestingly, the CWB-I and OCB-I relationship was not moderated by symbolization – despite CWB-I being predictive of OCB-I – meaning that there may have been additional factors not observed in the present study that help to explain the strong positive relationships these constructs shared.

This significant moderation finding helps to fill the gap in the discretionary behavior literature when dealing with the CWB and OCB relationship. In addition, it reinforces the perspective that these behaviors are two distinct constructs that can both be exhibited by individuals in organizational settings.

Hypothesis 2 – which predicted that there would be a significant negative correlation between overall CWB and overall Moral Identity – was not supported. However, the lack of significance may be due to the fact that both CWB and Moral Identity are multi-dimensional constructs. Significant relationships can be observed when the constructs are broken down into their respective dimensions. Both CWB-I and CWB-O shared a significant negative correlation with internalization, indicating that those who valued moral traits tended to commit less CWB than those who did not. Interestingly, there was a significant positive relationship between symbolization and CWB-I and CWB-O. This might be indicative of moral licensing theory, which states that when one feels they have committed enough good deeds (OCBs), or are held in higher regard than what is standard amongst their peers, they may grant themselves a license to



commit deviant behavior (Klotz & Bolino, 2013). Individuals who reported higher symbolization tended to then commit more CWBs, both on an interpersonal and organizational level.

Most of the present study's findings are in line with previous studies in the discretionary behavior literature. To begin, both types of CWB were significantly negatively correlated with both job satisfaction and perceptions of organizational justice. Previous studies have found links between lower levels of job satisfaction and counterproductive work behavior (Bowling, 2009; Penney & Spector, 2005; Sinha & Singh, 1961) as well as lower levels of perceived justice and counterproductive work behavior (Fox, Spector, & Miles, 2001). The present study found higher moral identity to be a strong predictor of both OCB-I and OCB-O (refer to Table's 3 and 4). This finding mirrors the relationship between moral character and OCB reported in a similar study by Cohen dealing with moral character and off-task behavior (Cohen et al., 2014).

## **Practical Implications**

Organizations often tend to label individuals who engage in CWB as bad apples, and individuals who engage in OCB as good soldiers (Dunlop & Lee, 2004; Bolino, Turnley, Gilstrap, & Suazo, 2010). However, the results of the present study indicate that these labels are not always appropriate. It is important for organizations to understand that both CWBs and OCBs can be exhibited by the same individuals, and that focusing on the factors that predict these behaviors is necessary for controlling them. Previous studies have determined that often times it is work-related factors that share strong relationships with CWB and OCB – factors such as job satisfaction, organizational constraints, and perceptions of fairness, to name a few (Bowling, 2009; Spector & Fox, 2010). To the extent that organizations can measure these – and

other similar job-related constructs – and create meaningful ways to intervene when these constructs measure too high or too low, it may help to reduce exhibitions of CWB.

## **Potential Limitations**

The present study had several limitations that could have affected the results. The study relied entirely on self-report measures, and results may have been slightly different if participants were monitored, or if other attempts to ensure response integrity were taken. The autonomy measure featured in the Job Diagnostic Survey did report an alpha value of only .50, but as previously stated this could be due to having a reverse coded item in a measure only 3 items long (reverse coded items can heavily drop scale mean and reliability in smaller measures [Hughes, 2009]). Within the analyses, the constructs of CWB-I/O and OCB-I/O were not observed on a behavioral level. For example, within CWB-I there are several kinds of behaviors ranging in deviancy, from different kinds of abuse (i.e., verbal abuse such as starting rumors about coworkers, and physical abuse such as pushing or hitting) to interpersonal theft. While the present study did find significant positive relationships between all 4 CWB and OCB constructs (refer to Table 2), it is unclear which kinds of behaviors within these constructs are positively correlated with each other. By that same token, it is unclear which behaviors within the CWB-O to OCB-O relationship are moderated by Internalization. Lastly, the present study utilized a cross-sectional design, as data was only taken at one point in time. As a result, the causality of some of the significant relationships observed in this study are called into question. For example, the possibility cannot be ruled out that CWB and OCB were positively correlated due to moral licensing (i.e., that individuals feel they are entitled to engage in CWBs because they engage in a

sufficient amount of OCBs or are well-liked/respected around their workplace), particularly since both CWB-I and CWB-O were also positively correlated with symbolization.

## **Future Research**

Future research should observe the multiple dimensions of discretionary behavior measured in this study (i.e., CWB-I, CWB-O, OCB-I, OCB-O) on a behavioral level. Observations made at this level would allow for a more accurate depiction of the significant relationships these constructs share with one another, as well as the relationships they share with other constructs, such as the sub-dimensions of moral identity. A future study should take into account the occupations of participants when conducting the analyses, as the moderation effects of moral identity might vary in strength based on the job of the individual. Referring to Tables 2 and 3, Autonomy interestingly shared a negative relationship with all discretionary behavior measured in this study, and acted as a predictor for OCB-I. Different occupations allow employees different levels of freedom, and taking the occupations of participants into account when conducting analyses may shed some light on the significant relationships found in the study – dealing with autonomy or otherwise. A future study could also explore the reasoning behind why the dimensions of CWB acted as a predictor for the corresponding dimensions of OCB – as the present study was only able to find moderation of moral identity for one of the models tested. Lastly, a longitudinal design could be implemented in a future study in order to address the issue of causality mentioned in the previous section.

## **Conclusion**

The present study examined the relationships between CWB, OCB, and Moral Identity, and whether or not the relationship between the respective dimensions of CWB and OCB was

moderated by moral identity and its sub-dimensions. Participants reported a diverse cluster of occupations – with 19 different occupational groups represented, ranging from retail trade, to construction, to finance and insurance – and were varied in both age and sex. The diversity of the present study’s sample increases confidence in the generalizability of the results. Correlational analyses reported that CWB and OCB shared a positive relationship, a trend not often seen within the literature. To test the moderating effects of moral identity on the CWB and OCB relationship, a series of moderated multiple regression analyses were conducted. While several models proved non-significant, a significant moderation effect of internalization was found with respect to the CWB-O and OCB-O relationship. This moderation effect – coupled with the positive relationship between the constructs – helps to contribute to the rather small area of the discretionary behavior literature dealing with the CWB and OCB relationship, respectively.

## **APPENDIX A: MEASURES**

## **Job Diagnostic Survey**

### **From Hackman and Oldham, 1974**

Instructions: *“How accurate is the statement in describing your job?”*

Responses will be quantified using a seven-point Likert-esque scale (1 = Very Inaccurate, 7 = Very Accurate. Questions will assess seven different workplace dimensions: skill variety, task identity, task significance, autonomy, feedback from the job itself, feedback from agents, and dealing with others. To score, responses will be properly summed and averaged.

Response Options: 1 = Very Inaccurate, 2 = Inaccurate, 3 = Somewhat Inaccurate, 4 = Neutral, 5 = Somewhat Accurate, 6 = Accurate, 7 = Very Accurate

Questions:

- 1) The job requires me to use a number of complex or high level skills.
- 2) The job requires a lot of cooperative work with other people.
- 3) The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.
- 4) Just doing the work required by the job provides many chances for me to figure out how well I'm doing.
- 5) The job is quite simple and reductive.
- 6) The job can be done adequately by a person working alone; without talking or checking with other people.

- 7) The supervisors and co-workers on this job almost never give me any “feedback” about how well I am doing in my work.
- 8) This job is one where a lot of other people can be affected by how well the work gets done.
- 9) The job denies me any chance to use my personal initiative or judgment in carrying out the work.
- 10) Supervisors often let me know how well they think I am performing the job.
- 11) The job provides me the chance to completely finish the pieces of work I begin.
- 12) The job itself provides very few clues about whether or not I am performing well.
- 13) The job gives me considerable opportunity for independence and freedom in how I do the work.
- 14) The job itself is not very significant or important in the broader scheme of things.
- 15) The job requires me to work closely with other people (either clients, or people in related jobs in your own organization).
- 16) The job allows significant autonomy, permitting me to decide on my own how to go about doing the work.
- 17) The job involves doing a “whole” and identifiable piece of work, allowing me to complete tasks that have an obvious beginning and end as opposed to tasks that involve a small part of the overall piece of work, which is finished by other people or by automatic machines.
- 18) The job contains a significant amount of variety, requiring me to do many different things, using a variety of talents.

- 19) The job is significant or important; the results of the work are likely to significantly affect the lives or well-being of other people.
- 20) The managers or coworkers on this job let me know how well I am doing by providing frequent feedback on my performance.
- 21) The job itself provides me with information about my work performance which includes clues about how well I am doing separate from any feedback given by coworkers or supervisors.



## Counterproductive Work Behavior Checklist

From Spector et al., 2006

Instructions: “How often have you done each of the following things on your present job?”

Frequency of CWB engagement will be assessed using a five-point Likert-esque scale (1 = *Never*, 5 = *Every Day*). To score, responses are summed for each subscale (Abuse, Production Deviance, Sabotage, Theft, and Withdrawal), and then a total score is summed by combining all responses. A higher total denotes higher CWB engagement – both overall and within the subscales.

How often have you done each of the following things on your present job?	Never	Once or Twice	Once or Twice per month	Once or twice per week	Every day
1. Purposely wasted your employer’s materials/supplies	1	2	3	4	5
2. Purposely did your work incorrectly	1	2	3	4	5
3. Came to work late without permission	1	2	3	4	5
4. Stayed home from work and said you were sick when you weren’t	1	2	3	4	5
5. Purposely damaged a piece of equipment or property	1	2	3	4	5
6. Purposely dirtied or littered your place of work	1	2	3	4	5
7. Stolen something belonging to your employer	1	2	3	4	5
8. Started or continued a damaging or harmful rumor at work	1	2	3	4	5
9. Been nasty or rude to a client or customer	1	2	3	4	5
10. Purposely worked slowly when things needed to get done	1	2	3	4	5
11. Taken a longer break than you were allowed to take	1	2	3	4	5
12. Purposely failed to follow instructions	1	2	3	4	5
13. Left work earlier than you were allowed to	1	2	3	4	5
14. Insulted someone about their job performance	1	2	3	4	5
15. Made fun of someone’s personal life	1	2	3	4	5

16. Took supplies or tools home without permission	1	2	3	4	5
17. Put in to be paid for more hours than you worked	1	2	3	4	5
18. Took money from your employer without permission	1	2	3	4	5
19. Ignored someone at work	1	2	3	4	5
20. Blamed someone at work for error you made	1	2	3	4	5
21. Started an argument with someone at work	1	2	3	4	5
22. Stole something belonging to someone at work	1	2	3	4	5
23. Verbally abused someone at work	1	2	3	4	5
24. Made an obscene gesture (the finger) to someone at work	1	2	3	4	5
25. Threatened someone at work with violence	1	2	3	4	5
26. Threatened someone at work, but not physically	1	2	3	4	5
27. Said something obscene to someone at work to make them feel bad	1	2	3	4	5
28. Did something to make someone at work look bad	1	2	3	4	5
29. Played a mean prank to embarrass someone at work	1	2	3	4	5
30. Looked at someone at work's private mail/property without permission	1	2	3	4	5
31. Hit or pushed someone at work	1	2	3	4	5
32. Insulted or made fun of someone at work	1	2	3	4	5

Below is a table denoting which questions to sum for which subscale.

Subscale	Items to sum
Abuse	8, 9, 14, 15, 19, 20, 21, 23-32
Production deviance	2, 10, 12
Sabotage	1, 5, 6
Theft	7, 16, 17, 18, 22
Withdrawal	3, 4, 11, 13
Total	All items

## Organizational Citizenship Behavior Checklist

From Fox & Spector, 2011

Instructions: “How often have you done each of the following on your present job?”

Frequency of OCB engagement will be assessed using a five-point Likert-esque scale (1 = *Never*, 5 = *Every day*). To score, responses will be summed, and higher totals denote more frequent engagement in OCB.

How often have you done each of the following things on your present job?	Never	Once or twice	Once or twice per month	Once or twice per week	Every day
1. Picked up meal for others at work	1	2	3	4	5
2. Took time to advise, coach, or mentor a co-worker.	1	2	3	4	5
3. Helped co-worker learn new skills or shared job knowledge.	1	2	3	4	5
4. Helped new employees get oriented to the job.	1	2	3	4	5
5. Lent a compassionate ear when someone had a work problem.	1	2	3	4	5
6. Lent a compassionate ear when someone had a personal problem.	1	2	3	4	5
7. Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.	1	2	3	4	5
8. Offered suggestions to improve how work is done.	1	2	3	4	5
9. Offered suggestions for improving the work environment.	1	2	3	4	5
10. Finished something for co-worker who had to leave early.	1	2	3	4	5
11. Helped a less capable co-worker lift a heavy box or other object.	1	2	3	4	5
12. Helped a co-worker who had too much to do.	1	2	3	4	5
13. Volunteered for extra work assignments.	1	2	3	4	5
14. Took phone messages for absent or busy co-worker.	1	2	3	4	5
15. Said good things about your employer in front of others.	1	2	3	4	5
16. Gave up meal and other breaks to complete work.	1	2	3	4	5
17. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	1	2	3	4	5

18. Went out of the way to give co-worker encouragement or express appreciation.	1 2 3 4 5
19. Decorated, straightened up, or otherwise beautified common work space.	1 2 3 4 5
20. Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	1 2 3 4 5

## **Michigan Organizational Assessment Questionnaire – Job Satisfaction Survey**

**By Camman et al., 1974**

Instructions: *“Please indicate your level of agreement with each statement.”*

Job satisfaction will be measured using a five-point Likert-esque scale (1 = *Extremely Disagree*, 5 = *Extremely Agree*). When scoring, responses will be properly summed and averaged.

Response Options: 1 = Extremely Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Extremely Agree

Note: (R) = Reverse Scored

Questions:

- 1) All in all, I am satisfied with my job.
- 2) In general, I don't like my job. (R)
- 3) In general, I like working here.

## **Perceived Overall Justice Scale**

### **From Ambrose & Schminke, 2009**

Instructions: *“Please indicate your level of agreement with each statement.”*

Perceived overall justice will be measured using a seven-point Likert-esque scale (1 = Strongly Disagree, 7 = Strongly Agree). Three questions will focus on personal justice experiences, while another three focus on overall organizational fairness. To score, responses will be properly summed and averaged.

Response Options: 1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Disagree, 4 = Neutral, 5 = Moderately Agree, 6 = Agree, 7 = Strongly Agree

Note: (R) = Reverse Scored; (PJ) = Personal Justice Question, (GF) = General Fairness Question

Questions:

- 1) Overall, I'm treated fairly by my organization. (PJ)
- 2) Usually, the way things work in this organization are not fair. (R) (GF)
- 3) In general, I can count on this organization to be fair. (PJ)
- 4) In general, the treatment I receive around here is fair (PJ).
- 5) For the most part, this organization treat its employees fairly (GF).
- 6) Most of the people who work here would say they are often treated unfairly. (R) (GF)

## **Self-Importance of Moral Identity Scale**

### **From Aquino & Reed, 2002**

Instructions: *“Listed Alphabetically below are some characteristics that might describe a person: Caring, Compassionate, Fair, Friendly, Generous, Helpful, Hardworking, Honest, Kind. The person with these characteristics could be you or it could be someone else. For a moment, visualize in your mind the kind of person who has these characteristics. Imagine how that person would think, feel, and act. When you have a clear image of what this person would be like, answer the following questions using the scale below.”*

Moral Identity will be assessed using a seven-point Likert-esque scale (1 = *Strongly Disagree*, 7 = *Strongly Agree*). To score, internalization and symbolization items will be averaged to form two different subscales.

Response Options: 1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Disagree, 4 = Neutral, 5 = Moderately Agree, 6 = Agree, 7 = Strongly Agree

Note: (I) = Internalization item; (S) = Symbolization item; (R) = Reverse coded.

Questions:

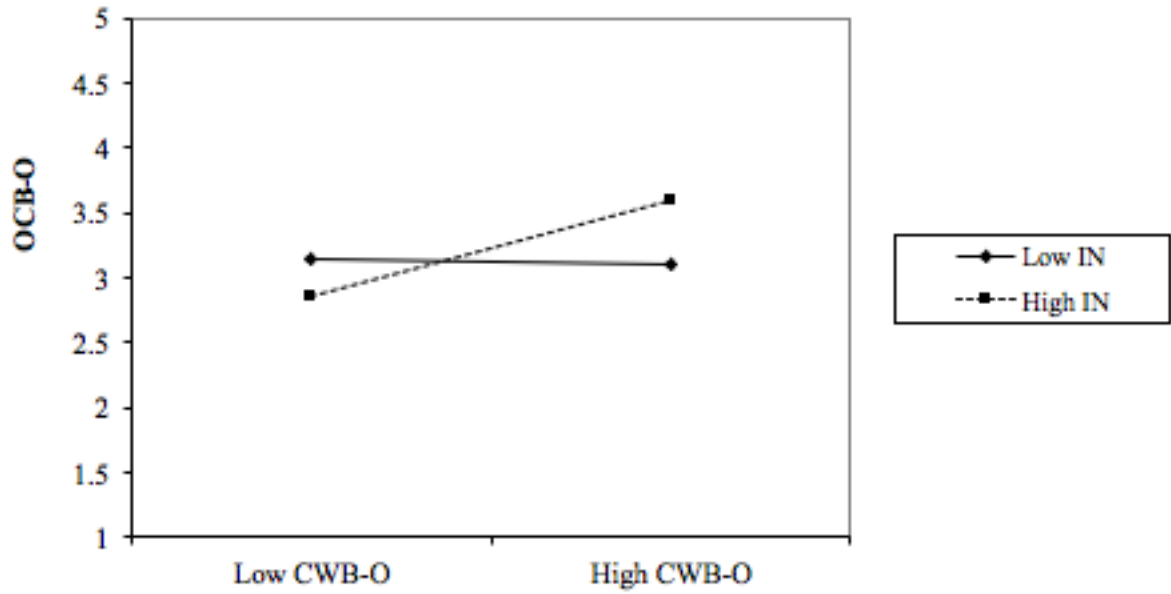
- 1) It would make me feel good to be a person who has these characteristics. (I)
- 2) Being someone who has these characteristics is an important part of who I am. (I)
- 3) I often wear clothes that identify me as having these characteristics. (S)
- 4) I would be ashamed to be a person who had these characteristics. (I/R)

- 5) The types of things I do in my spare time (e.g., hobbies) clearly identify me as having these characteristics. (S)
- 6) The kinds of books and magazines that I read identify me as having these characteristics. (S)
- 7) Having these characteristics is not really important to me. (I/R)
- 8) The fact that I have these characteristics is communicated to others by my membership in certain organizations. (S)
- 9) I am actively involved in activities that communicate to others that I have these characteristics. (S)
- 10) I strongly desire to have these characteristics. (I)



## **APPENDIX B: FIGURES AND TABLES**

**Figure 1: Interaction Plot Between Internalization, CWB-O, and OCB-O.**



**Table 1: Descriptive Statistics.****Table 1: Descriptive and Reliability Statistics**

Variables	Mean	SD	Possible Range	Observed Range	Cronbach's Alpha
Autonomy	4.91	1.19	1-7	1-7	.50
MOAQ	3.79	.95	1-5	1-5	.86
POJS	5.22	1.25	1-7	1-7	.88
Internalization	5.66	1.11	1-7	2.20-7	.77
Symbolization	4.39	1.49	1-7	1-7	.92
OCBI	3.07	.72	1-5	1.31-5	.89
OCBO	3.06	.75	1-5	1-5	.79
CWBI	1.67	1.03	1-5	1-4.67	.98
CWBO	1.79	.99	1-5	1-4.64	.97
Moral Identity (Composite)	5.02	.95	1-7	1.6-7	.79
CWB (Composite)	1.72	1.0	1-5	1-4.59	.99

Note. N = 254 MOAQ = Michigan Organizational Assessment Questionnaire (Job Satisfaction); POJS = Perception of Organizational Justice Scale (Fairness); OCBI = Organizational Citizenship Behavior (Interpersonal); OCBO = Organizational Citizenship Behavior (Organizational); CWBI = Counterproductive Work Behavior (Interpersonal); CWBO = Counterproductive Work Behavior (Organizational)

**Table 2: Correlations.**

**Table 2: Correlations**

Variables	1	2	3	4	5	6	7	8	9	10	11
1. AUTO	-										
2. MOAQ	.33**	-									
3. POJS	.34**	.76**	-								
4. IN	.22**	.31**	.49**	-							
5. SYM	-.06	.39**	.19**	.05	-						
6. OCBI	-.21**	.08	-.03	-.08	.39**	-					
7. OCBO	-.11	.18**	.05	-.07	.46**	.82**	-				
8. CWBI	-.20**	-.18**	-.32**	-.57**	.32**	.44**	.42**	-			
9. CWBO	-.22**	-.20**	-.33**	-.57**	.29**	.38**	.36**	.95**	-		
10. MI	.08	.49**	.44**	.63**	.81**	.25**	.31**	-.08	-.10	-	
11. CWB	-.21**	-.19**	-.33**	-.58**	.32**	.42**	.40**	.99**	.98**	-.09	-

Note. N = 254 AUTO = Autonomy; MOAQ = Michigan Organizational Assessment Questionnaire (Job Satisfaction); POJS = Perception of Organizational Justice Scale (Fairness); IN = Internalization; SYM = Symbolization; OCBI = Organizational Citizenship Behavior (Interpersonal); OCBO = Organizational Citizenship Behavior (Organizational); CWBI = Counterproductive Work Behavior (Interpersonal); CWBO = Counterproductive Work Behavior (Organizational); MI = Overall Moral Identity; CWB = Counterproductive Work Behavior (Overall)

\*p ≤ .05, two-tailed.

\*\*p ≤ .01, two-tailed.

**Table 3: Hierarchical Regression.**

**Table 3**

*Summary of Hierarchical Regression Analysis for Moderating Effects of Moral Identity on CWB-I to OCB-I*

Variables	<i>t</i>	B	<i>R</i> <sup>2</sup>	$\Delta R^2$	Sig. F Change
Step 1			.040	.051	.004
(Constant)	55.032	3.095			
Autonomy	-3.602***	-.142			
Gender	-.691	-.063			
Fairness	.844	.032			
Step 2			.282	.245	.000
(Constant)	64.227	3.093			
Autonomy	-2.991**	-.103			
Gender	-.730	-.058			
Fairness	.950	.036			
CWB-I	7.850***	.311			
Moral Identity (MI)	4.383***	.199			
Step 3			.279	.000	.979
(Constant)	62.340	3.093			
Autonomy	-2.984**	-.103			
Gender	-.729	-.058			
Fairness	.945	.036			
CWB-I	7.832***	.311			
MI	3.963***	.198			
MI x CWB-I	.027	.002			

N = 254

\*p<.05

\*\*p<.01

\*\*\*p<.001

**Table 4: Hierarchical Regression.****Table 4***Summary of Hierarchical Regression Analysis for Moderating Effects of Moral Identity on CWB-O to OCB-O*

Variables	<i>t</i>	B	<i>R</i> <sup>2</sup>	$\Delta R^2$	Sig. F Change
Step 1			.009	.021	.152
(Constant)	50.460	3.052			
Autonomy	-2.108	-.089			
Gender	.341	.033			
Fairness	1.554	.063			
Step 2			.245	.239	.000
(Constant)	57.290	3.040			
Autonomy	-1.141	-.042			
Gender	.744	.064			
Fairness	.957	.039			
CWB-O	6.758***	.302			
Moral Identity (MI)	5.480***	.268			
Step 3			.242	.000	.913
(Constant)	56.541	3.039			
Autonomy	-1.139	-.042			
Gender	.747	.064			
Fairness	.939	.038			
CWB-O	6.736***	.301			
MI	5.004***	.271			
MI x CWB-O	-.109	-.007			

N = 254

\*p&lt;.05

\*\*p&lt;.01

\*\*\*p&lt;.001

**Table 5: Hierarchical Regression.**

**Table 5**

*Summary of Hierarchical Regression Analysis for Moderating Effects of Internalization on CWB-O to OCB-O*

Variables	<i>t</i>	B	<i>R</i> <sup>2</sup>	$\Delta R^2$	Sig. F Change
Step 1			.009	.021	.152
(Constant)	50.460	3.052			
Autonomy	-2.108	-.089			
Gender	.341	.033			
Fairness	1.554	.063			
Step 2			.163	.159	.000
(Constant)	54.827	3.059			
Autonomy	-1.512	-.059			
Gender	.171	.015			
Fairness	2.631***	.109			
CWB-O	6.694***	.359			
Internalization (IN)	1.709	.088			
Step 3			.186	.026	.005
(Constant)	47.191	3.168			
Autonomy	-1.713	-.066			
Gender	.314	.028			
Fairness	2.547**	.104			
CWB-O	2.122*	.177			
IN	.819	.044			
IN x CWB-O	2.841**	.183			

N = 254

\*p<.05

\*\*p<.01

\*\*\*p<.001

## Appendix C – Consent Form.



### EXPLANATION OF RESEARCH

Title of Project: Personality and Work Behavior

Principal Investigator: Dr. Steve Jex

Co-Investigator: Ian Hughes

Co-Investigator: Dr. Craig Crossley

You are being invited to take part in a research study. Whether you take part is up to you.

- The purpose of this research is to examine the effects of personality traits on different workplace behaviors.
- This study is an online survey that will be completed through Qualtrics software.
- The survey should take participants 20 to 30 minutes to complete. The study involves one wave of data collection, with one 96 item assessment. Participants will be rewarded \$2 upon completion of the survey.
- There are several grounds for exclusion in in this study: completing the online assessment too quickly (as defined by faster than the 10<sup>th</sup> percentile top speed), completing the online assessment too slowly (as defined by slower than the 90<sup>th</sup>% duration), failing to complete portions of the assessment, and giving contradictory answers on the same portion of the assessment. Meeting any of these grounds for exclusion will result in compensation not being provided.

You must be 18 years of age or older and work at least 30 hours a week to participate in this study.

By clicking continue, you are consenting to take part in this study. Before you begin, please note that the data you provide may be collected and used by Amazon as per its privacy agreement. This agreement shall be interpreted according to United States law.

**Study contact for questions about the study or to report a problem:** If you have questions, concerns, or complaints: Ian Hughes, Undergraduate Student, College of Sciences at [ianhughes1@knights.ucf.edu](mailto:ianhughes1@knights.ucf.edu) or Dr. Steve Jex, Faculty Supervisor, Department of Industrial-Organizational Psychology at [steve.jex@ucf.edu](mailto:steve.jex@ucf.edu).

**IRB contact about your rights in the study or to report a complaint:** Research at the University of Central Florida involving human participants is carried out under the oversight of the Institutional Review Board (UCF IRB). This research has been reviewed and approved by the IRB. For information about the rights of people who take part in research, please contact: Institutional Review Board, University of Central Florida, Office of Research & Commercialization, 12201 Research Parkway, Suite 501, Orlando, FL 32826-3246 or by telephone at (407) 823-2901.



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