

The OCB Inducement Process: Mediating Effect of Work Values Sharing

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Abstract

Organizational citizenship behavior (OCB) is one of the most intensely investigated research topics in organizational behavior (OB). Compared to research focusing on the antecedents of OCB, there are far fewer studies that theoretically consider or empirically examine the relationship between OCB and its subsequent effects. This study aims to focus on the mediating effect of work values sharing on the relationship between supervisor's OCB and subordinate's OCB in a given organization. Shared work values comprise the foundation of this study in which employees perform their jobs smoothly without prior promises or explicit communication on how other employees behave at work. A supervisor's OCB can become a language with which he or she communicates his or her work values to subordinates, and these subordinates are encouraged to exhibit their own OCB. By analyzing the data collected from 2,000 Japanese employees, this study empirically examines the effect of supervisors' OCB-I (OCB for individuals) on subordinates' OCB-I and OCB-O (OCB for the organization), which is partially mediated by work values sharing.

Keywords: OCB (organizational citizenship behavior), OCB-I (OCB for individuals), OCB-O (OCB for the organization), work values

(1) Introduction

Organizational citizenship behavior (OCB) has received a significant amount of attention from researchers in organizational behavior (OB) around the world since Dennis W. Organ and his co-researchers proposed the groundbreaking idea that a worker's job satisfaction has a greater impact on his or her discretionary contributive behaviors to the organization (that is, OCB) than his or her formal role behaviors (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). Research

on OCB was first conducted by Western researchers using Western samples in the 1980s and early 1990s; OCB has also been focused on and empirically examined by researchers in Asia and other countries since the late 1990s (Farh, Early, & Lin, 1997; Ueda, 2009).

Although a large number of studies have focused on OCB thus far, they can essentially be classified into three groups according to their research objectives (Organ et al., 2006; Ueda, 2004, 2016). The first group addresses

the concept or dimensions of OCB. They aim to deepen discussions on the concept and dimensions of OCB. The second group includes research that aims to determine the antecedents of OCB. This group is further divided into several subgroups focusing on the individual, task, group, and organizational antecedents. Finally, there is a group of studies that address the effect of OCB on individual or organizational factors.

Among these three categories, the concept or dimension of OCB was primarily discussed in the 1980s and 1990s. A large portion of OCB research has focused on the individual or organizational antecedents of OCB and conducted empirical studies to determine the significant impact of these antecedents on various dimensions of OCB (Organ et al., 2006; Ueda, 2004, 2016). In contrast, how an employee's OCB impacts other employees or the organization has received far less attention from researchers.

Generally, compared to the causal relationship between antecedents and OCB, it is much more difficult to empirically examine the relationship between OCB and its subsequent effects. One of the reasons for this is related to the concept of OCB itself. Among several definitions of OCB, every OCB researcher recognizes that the following definition by Organ (1988) is most often cited: "(OCB is) individual behavior that is discretionary, not directly or explicitly recognized by the formal system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p.4). From this definition, OCB consists of small behaviors by many employees, and each

of these behaviors has little impact on other employees or the organization. Only after these small behaviors have accumulated over a long period of time can an explicit effect on the organization be revealed.

Second, the characteristics of OCB also tend to inhibit researchers' investigation on the impact of OCB on the organization. Some typical behaviors of OCB, such as "help[ing] others," "punctuality," and "does not take extra breaks," (Smith et al., 1983) are inherently good and necessary for the organization. One also tends to develop some illusions about the positive effects of these behaviors on the organization that one does not have to consider because they seem to be clear. However, it is not sufficient to easily conclude that these behaviors are good for the organization, as will be discussed later.

As a nod to this trend in OCB research, this study aims to focus on how OCB impacts others and the OCBs of others and proposes a new framework that can be used to understand the causal process between the first OCB to subsequent OCBs or from one employee's OCB to another's OCB. An empirical study was conducted to confirm the validity of our framework. The next section classifies past research, focusing on the effect of OCB on consequent effects. The third section considers the important role of work values sharing as a mediator between OCBs. Following our proposed hypotheses, the fifth and sixth sections address the study's empirical method and results. The discussion and conclusion are delineated in the final two sections.

(2) Classification of Research on the Effects of OCB

As described above, there are far fewer studies that address the effects of OCB on individual or organizational factors than those focusing on the antecedents of OCB. Despite the limited number of studies, this type of research can be further classified into the following three categories: (1) research regarding OCB's effects on personnel evaluation of an OCB performer by his or her supervisor, (2) research focusing on OCB's effects on the psychological outcomes or productivity of an OCB performer, and (3) research investigating OCB's effects on the outcomes or productivity of the group or the organization that an OCB performer belongs to.

Researchers in the first category have attempted to empirically determine whether managers comprehensively consider not only task performance but also the OCB of subordinates when conducting evaluations (MacKenzie, Podsakoff, & Fetter, 1991, 1993). For example, MacKenzie et al. (1993) empirically examined the relative impact of the rated performance of various OCBs and objective sales productivity on sales managers' performance evaluations of their salespersons. Morrison (1994) also empirically indicated that a supervisor and his or her subordinates differed in whether they regarded subordinates' various behaviors as in-role or extra-role, and how broadly they considered subordinates' job responsibilities. Lam, Hui, and Low (1999) also found that supervisors had broader definitions of job roles than did their subordinates.

Although these findings have important

implications for researchers, it cannot be said that this research examines the effects of OCB. These researchers merely measure how widely managers consider their subordinates' "obligatory" job roles to be. Even if researchers found that subordinates' OCB positively influences their supervisors' evaluation of them, they did not find the effect of OCB on supervisors' perceptions, but rather supervisors' implicit tendencies to consider a wider range of subordinate behavior, including OCB, for their evaluations. This is because they know these behaviors are not only effective but also necessary for the functioning of the organization.

The research in the second category focuses on the effect of OCB on performers. These studies vary depending on the type of effect they focus on, such as OCB effects on worker productivity (Bergeron, Ostroff, Schroeder, & Block, 2014), stress (Bolino, Turnley, Gilstrap, & Suazo, 2010), and intention to leave the organization (Bolino et al., 2010; Paille, Bourdeau, & Galois, 2010; Paille & Grima, 2011).

For example, Bergeron et al. (2014) focused on the effect of two types of academic members' OCB on their performance. Typically, academic members belong not only to the employing organization but also to a professional organization, and their OCB is classified into internal OCB, which directly contributes to the employing organization, and external professional OCB, which is directly related to a professional organization, such as an academic society. They empirically revealed that internal OCB had a negative impact on individuals' productivity and career

outcomes, while external professional OCB had a positive influence.

Bolino et al. (2010) paid attention to the fact that employees often feel pressured to perform OCBs as “good soldiers” in the organization because they know OCBs are often informally encouraged and rewarded. They named this type of pressure “citizenship pressure,” and empirically found that citizenship pressure and actual OCB were significantly correlated with job stress, work-family conflict, work-leisure conflict, and the intention to quit. Paille et al. (2010) also indicated that OCB-O (OCB for the organization) had a negative impact on the intention to leave.

Compared to research in the first category, these studies have addressed some of the effects of OCB on individual consequent factors. However, among these findings, the diminishing impact on productivity or increasing impact on stress might not be the only effects attributable to the outcomes of OCB. They might commonly occur in any situation in which employees have to engage in behaviors that go beyond what they consider to be a part of their formal jobs.

In this context, Bergeron (2007) proposed the resource allocation model. According to his idea, for any employees, “(w)ithin a specified time interval (e.g., a day, week, or year), individuals make certain resource allocation decisions as to where to spend their time” (Bergeron, 2007, p.1083). He further notes that “individuals must make choices as to how much time to allocate to task performance versus OCB” (Bergeron, 2007, p.1084).

However, this tradeoff relationship holds

for any two separate (independent) activities that are conducted during working hours. Therefore, they should have revealed that this effect comes not from extra role behaviors in general, but from extra *contributive* behaviors to the organization.

The final category is related to research that aims to empirically determine whether OCB contributes to some concrete measures of organizational performance or effectiveness (Dunlop & Lee, 2004; Ehrhart, Bliese, & Thomas, 2009; Koh, Steers, & Terborg, 1995; Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne, & MacKenzie, 1997).

For example, Podsakoff and MacKenzie (1994) aggregated the OCBs of 839 sales agents in 116 sales units in a major insurance company in order to compile unit-level OCB, and examined the impact of these unit-level OCBs on agency performance. They found that civic virtues and sportsmanship positively affected unit performance, but helping behavior negatively impacted unit performance. Podsakoff et al. (1997) examined the effect of the aggregated work crew members’ OCBs on quantity and quality measures of work crew performance. They found that helping behavior and sportsmanship had a positive impact on performance, while civic virtues had no effect on either performance measure. Further, while Koh et al. (1995) found a positive effect of helping behavior on school performance in schools in Singapore, Dunlop and Lee (2004) did not find a significant effect of helping behavior, civic virtues, and sportsmanship on several performance measures, such as counter service time and unexplained food figures at fast food restaurants.

As described before, because each employee's OCBs are usually too small and subtle to influence the whole organization, it is not meaningful to relate one individual's OCB to the effectiveness of the organization unless it is ensured that this individual, such as a CEO, has sufficient power to drive the organization. Many employees' OCBs should be aggregated and related to the organizational variable, assuming that the organization is composed of this employee type. Then, if it is empirically revealed that those aggregated OCBs have a positive impact on organizational performance or some measures of organizational effectiveness, this empirical result is not only convincing but also complies with Organ's (1988) original definition of OCB.

However, even if this relationship is statistically evident, it is not clear how or through what processes actual OCB can enhance organizational performance. For example, every researcher recognizes that "helping" is a typical OCB. How can a good employee's assistance to a bad employee eventually enhance organizational performance?

One might consider that if the performance of a bad employee is improved through the help of a good employee, the performance of the whole organization should necessarily also be enhanced. However, only focusing on the improvement of the performance of a bad employee is too simplistic. In many cases, helping a bad employee is a significant undertaking. In particular, when he or she is slow in comprehending how the work should be done, a good employee has to expend significant time and energy in order to help a

bad employee understand and master the work. It can also make a good employee experience significant additional stress.

Thus, helping a bad employee often utilizes a good employee's time and energy, which is important to the organization. When we consider that helping contributes to organizational performance, we have to implicitly assume that, through this type of helping and helping process, a bad employee's increased productivity is worth more than a good employee's decreased productivity. However, a good employee is often the most efficient employee, and a bad employee often does his or her job less efficiently. Thus, organizational performance could worsen if helping means that the time and energy of an efficient employee is sacrificed for the sake of a less efficient employee.

We have to move beyond an over-simplified argument that the helped employee will contribute significantly to the organization and need to develop a more persuasive logical foundation regarding what happens to other employees and the organization when OCB is performed.

(3) The Role of Work Values Sharing

1. Reciprocal Relationship between Helping and Helped Persons

While OCB researchers have considered that helping is one of the most basic dimensions of OCB, it is rare that they address how a person considers the help or behaves after they are helped. However, helping is not a special behavior performed only in the organization but a common behavior frequently performed in a variety of spaces. Thus, researchers outside of the field

of organizational behavior have also paid attention to this behavior. In particular, researchers in social psychology have addressed the problem regarding interpersonal relationships between helping and helped persons (reviewed by Ito, 2012; Mizuno & Ishikuma, 1999; Nishikawa & Takagi, 1986).

In most cases, they focus on a reciprocal relationship between two focal persons. A person tends to be more likely to help a person who previously helped him or her. This focus is different from OCB researchers who address helping behavior in the organization. OCB researchers discuss the situation in which a person helps another person in the same organization regardless of whether this other person had previously helped him or her.

In contrast, some researchers in social psychology also discuss the possibility that helping behavior could have some effect beyond interpersonal relationships between helping and helped persons. For example, Takagi (1997) proposed a model that assumed that a helping person evaluates his or her help not only in terms of how effective it was in solving the problem of a helped person but also from the perspective of how it contributed to his or her personal growth and development. It further assumed that a helped person also considers the value of the help he or she received not only by judging whether the help was useful in solving his or her problem, but also from the perspective of whether the help advanced the growth and development of the helping person. The effect of this type of evaluation can further facilitate both actors' assistance of other persons beyond their interpersonal relationship.

Takagi and Senoo (2006) also considered the possibility that this process spreads beyond this dyadic helping–helped relationship. They empirically confirmed that a helped person was encouraged to help not only the person who once helped him or her but also other persons beyond this dyadic relationship because a helped person expects that helping will contribute to the helping person's growth and development.

In this way, social psychology research on helping behavior has addressed the phenomenon that helping or helped persons recognize the growth or personal transformation that a helping person experiences through helping behavior. However, they have not considered the effect of helping behavior on employees' perception of work situations within the organization. How have OCB researchers considered this point?

2. What is Work Values Sharing?

Although each employee is required to work cooperatively with co-employees in the organization, the employee's behaviors are not in principle completely controlled by other employees. Employees have to communicate with each other about various things regarding their work, including their attitude toward the work and their co-employees.

Different methods of communication are required depending on the organizational situation (Daft & Wiginton, 1979; Daft & MacIntosh, 1981; Daft & Lengel, 1986). While explicit language is appropriate to convey concrete, definitive things, ambiguous language—including subtle motions and postures—is also used and is sometimes more

appropriate for communicating diverse, complicated ideas such as how to work cooperatively in an uncertain situation. Particularly, in organizations in which a limited number of people know each other and are working together for a long time, even if no explicit language is used to communicate between employees, each employee's behavior becomes an important message to other employees who have to coordinate their work in order to cooperate with each other. In other words, each employee knows what to do without exchanging explicit words with other employees.

The core of this implicit language that is communicated through employees' behaviors is the criteria for attitude and positivity toward jobs, supervisors, and co-employees. This is referred to as work values. Here, work values are "more specific than general human values, but are more abstract than both vocational interests and attitudes toward specific work" (Lyons, Higgins, & Duxbury, 2010, p.971), and we refer to "values as the underlying psychological criteria that guide an individual's preferences for certain behaviors and outcomes" (Lyons et al. 2010, p.972).

Even without prior appropriate communication or explanation, employees work in a harmonious way if they share common work values in which each can imagine what others consider and how they perform certain jobs. This type of work values sharing enables employees to work harmoniously in the organization. Work values sharing can more precisely be defined as a type of infrastructure that makes employees expect other employees' behaviors

without explicit communication or promises and allows employees to determine how they should behave at work.

A positive psychological human relationship between employees needs to be established in the organization for each employee to perform his or her job smoothly without worrying about how other employees are performing their jobs. OCB is considered to be one of the typical organizational behaviors that allows a positive atmosphere to be cultivated in which every employee works comfortably even if nothing is previously determined or nothing is explicitly communicated.

Although each OCB is a small, subtle behavior, employees observe other employees' OCBs or, at least, the results of their OCBs. For example, if they often see some employees helping others (helping behavior as OCB-I (OCB for individuals)) (Williams & Anderson, 1991), they come to consider the spirit of cooperation as being pervasive in the organization. They also consider that if they find themselves in trouble, someone will surely lend a helping hand. They are likely to experience low anxiety, even without prior promises or contracts with the organization regarding when and how they are to be helped. In a similar way, when they see that many of their co-employees proactively participate in every meeting (conscientiousness as OCB-O (OCB for the organization)) (Williams & Anderson, 1991), they do not worry that a plan will fall through because of the negativity of many of the participants at a meeting.

(4) Hypotheses

It is considered that work values are shared among employees not through one employee's behavior but through many employees' longtime contributive behaviors. Nonetheless, a supervisor is an iconic figure in a department or organization. His or her behavior and values have a huge impact on his or her subordinates' behaviors. Past research revealed that instrumental and supportive leadership behavior is positively related to subordinates' OCB (Podsakoff, MacKenzie, & Bommer, 1996; Shnake, Cochran, & Dumler, 1995). Adkins and Russel (1997) also revealed that a supervisor's valuing of fairness relates to his or her subordinates' performance.

If a supervisor often helps a newcomer perform his or her job, a spirit of mutual support is created in the department. Other employees also come to believe that they should help when someone is in need and expect that they will be helped when they are in need.

Here, we focus on the effect of supervisors' OCB-I on the OCB-I and OCB-O of subordinates. The following hypotheses were proposed.

H1: Supervisor's OCB-I will have a positive impact on subordinate's OCB-O.

H2: Supervisor's OCB-I will have a positive impact on subordinate's OCB-I.

H3: Supervisor's OCB-I will have a positive impact on work values sharing.

H4: Work values sharing will have a positive impact on subordinate's OCB-O.

H5: Work values sharing will have a positive impact on subordinate's OCB-I.

Following from this set of hypotheses, we assume that work values sharing *partially* mediates a supervisor's OCB and a subordinate's OCB. When a supervisor performs OCB-I, subordinates may simply emulate similar behavior without the mediating effect of work values sharing. This means that only the partial mediating effect of work values can be assumed. Even when a subordinate performs OCB-O, as Takagi (1997) imagined the effect on a subordinate's perception of some benefit received by the OCB performer, a different process is considered to link two persons' OCBs. These hypothetical relationships are shown in Figure 1.

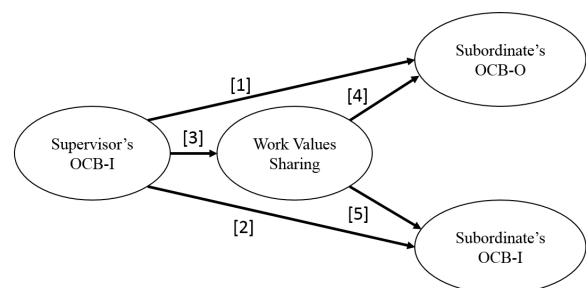


Figure 1 Hypothetical Model (Partial Mediation Model)

(5) Research Method

1. Sample

This study utilized data from an “attitude survey of people in their 20s and 50s with college degrees regarding their job growth, 2010” by Recruit Works Incorporated (RWI).¹ RWI collected the data in March 2010 using

¹ The survey was conducted through the Internet. Among registered people, those who

met the conditions of having attained a college degree, were currently employed, and were

an Internet survey and deposited the data at the Center for Social Research and Data Archives (CSRDA), Institute of Social Sciences, the University of Tokyo. CSRDA gave the author permission to use the data. The sample comprises 2,000 people with college degrees who work as regular or non-regular employees (1,000 males, 1,000 females).

2. Variables

Although these data were not originally collected to explore employees' OCB, some scale items were considered to be appropriate measures of OCB and work values sharing with careful attention to the internal reliability between these items.

This study then utilized OCB items that were slightly different from those established by past researchers in the West. This method may have made it difficult to compare our empirical results to those of Western studies. However, appropriate items with which OCB can be measured are dependent on national cultural factors (Farh, Earley, & Lin, 1997; Organ et al. 2006). Further, Williams and Anderson (1991) also first collected data on various behaviors and then separated OCB (OCB-I and OCB-O) from in-role behaviors. In fact, if only OCB items rather than various work behavior items, which include both OCB and in-role behaviors, are shown in the questionnaire, respondents may focus

inordinately on the visible behaviors of attention seekers (Bolino, 1999; Schnake, 1991). The method of blending OCB items into various work behaviors is also considered effective in investigating subtle OCB in Japanese organizations.

All the following items are measured using a regular five-point scale ranging from [1] "not at all" to [5] "very often / always."²

Subordinate' OCB-I: The questionnaire investigated how many of the 36 listed activities respondents engage in during their work. Four of these items were selected as representative behaviors of OCB-I. The average of these four items was calculated. Concretely, they were "I take on a leadership position," "I am asked by those around me for advice," "I encourage co-employees to build better human relationships," and "I raise someone well."

Subordinate's OCB-O: As with a subordinate's OCB-O, five items were used. Concretely, they were "I have my own goal for my daily job," "I am aware of the speed of my growth," "I am aware of job performance," "I make my own challenges," and "I try various methods."

Supervisor' OCB-I: As the variable for a supervisor's OCB-I, eight items out of thirty were selected to enquire about a current supervisor: "he or she helps me," "he or she is closely involved with me," "because he or she watches over me, I can try a difficult job with

aged between 22 and 59 years were asked to answer the questionnaire.

² The questionnaire has 36 items that ask employees about the frequency of various behaviors using terms such as "did difficult things," "required high performance," and "competed with other employees." Further, it included 30 items asking about their

supervisors' behaviors, including "engaged honestly with me", "listened to my opinions", and "attractive as a person." For more detailed information on this survey, see <https://ssjda.iss.u-tokyo.ac.jp/Direct/gaiyo.php?lang=eng&eid=0845>

a sense of security,” “he or she provides a pleasant working environment,” “he or she lends an ear in a time of need,” “he or she motivates me,” “he or she gives good advice promptly when he or she notices that I need it,” and “he or she suggests me my good points.”

Work values sharing: Work values sharing is a newly proposed concept, and there is no question item that directly enquires about it. Thus, we selected appropriate items out of twenty to examine how respondents feel in their working and daily lives, assuming that they have good feelings if they share work values with other employees.

For example, when an employee shares work values with other employees at the workplace, he or she comes to believe that he or she can go through life with these values given that most employees spend so much of their time at work. Further, it is difficult to compare one's values with those of others in the organization; it is more effective to recognize shared work values by asking about the individual's impressions of daily life.

Concretely, the following four items were used as variables for the work context: “I think I can live by my own values in society,” “I think others around me understand me well,” “I am confident that I can live my life in my own way in society,” and “I think I can fulfill my potential in society.”

3. Analytical Method

First, exploratory factor analysis (EFA) was utilized to examine whether the items construct predefined variables. Confirmatory factor analysis (CFA) was also conducted to determine the reliability of the variables.

Next, structural equation modeling (SEM) was used after the basic statistics—such as means, standard deviations of the variables, and the correlations between two variables—were calculated. Although SEM is usually used to confirm the assumed validity of the model chosen by the researcher, we compare possible models to determine the best one. Although we assume the partial mediating effect of the work context between two different OCBs, other models that assume full or no mediating effect of the work context were considered as possible alternatives. It is thus crucial to compare our hypothetical model and the alternative models in order to test our hypotheses.

(6) Result

1. Result of EFA and CFA

First, EFA was conducted to examine whether all the question items would construct the predetermined variables. As the results in Table 1 show, all of the items were as expected. Four factors explained 60.04 percent of the total variance (principal axis factoring, promax with Kaiser normalization).

Next, we also conducted CFA to confirm the validity of our four-dimensional model. Table 1 depicts some indices of reliability and inter-correlations of all four constructs (all correlations are significant at a 0.05 significance level). First, all the values of Cronbach's alpha are over 0.7, those of AVE are over 0.5, and those of CR are over 0.7, which indicates that they satisfy the conditions of reliability (Hair, Black, Babin, & Anderson, 2010; Said, Badru, & Shahid, 2011). Further, the measures of goodness of fit are $\chi^2 = 976.966$, $df = 183$, CFI = 0.945, TLI =

0.931, and RMSEA = 0.047; these values are also satisfactory. Therefore, according to the results of the CFA, it can be concluded that our four-dimensional model is valid (Table 2).

Table 1. Result of Pattern Matrix of EFA

Pattern Matrix				
	Factor			
	1	2	3	4
SubOCB-I1	-0.114	0.066	-0.043	0.763
SubOCB-I2	-0.019	0.002	0.044	0.606
SubOCB-I3	0.096	0.239	-0.061	0.400
SubOCB-I4	0.023	-0.119	0.072	0.748
SubOCB-O1	0.080	0.626	0.025	0.064
SubOCB-O2	0.026	0.640	0.015	0.177
SubOCB-O3	-0.009	0.777	-0.053	0.034
SubOCB-O4	-0.059	0.995	-0.010	-0.111
SubOCB-O5	-0.002	0.803	0.045	-0.086
SupOCB-I1	0.823	-0.027	-0.021	-0.099
SupOCB-I2	0.846	-0.017	0.013	-0.008
SupOCB-I3	0.866	-0.017	0.055	0.008
SupOCB-I4	0.843	-0.057	-0.023	-0.009
SupOCB-I5	0.857	0.010	-0.010	-0.044
SupOCB-I6	0.806	0.077	-0.001	0.073
SupOCB-I7	0.790	0.072	0.009	-0.117
SupOCB-I8	0.764	-0.013	-0.020	0.172
WVS1	-0.007	-0.054	0.775	-0.033
WVS2	0.058	-0.069	0.556	0.124
WVS3	-0.010	0.045	0.905	-0.064
WVS4	-0.036	0.089	0.673	0.057

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.
a Rotation converged in 6 iterations.

Table 2. Indices of Reliability and Correlations between Two Constructs

variables	Cronbach's alphas	AVE	CR	Correlations		
				1	2	3
1 Subordinates' OCB-I	0.807	0.516	0.810			
2 Subordinates' OCB-O	0.875	0.592	0.878	0.593		
3 Supervisor's OCB-I	0.944	0.678	0.944	0.227	0.386	
4 Work Values Sharing	0.836	0.57	0.840	0.388	0.419	0.251

2. Hypothesis Testing

The analysis was conducted as follows. First, the partial mediation model shown in Figure 1 was examined through SEM. A mediating relationship can be relative easily examined by applying SEM. Our model

assumes that a supervisor's OCB-I has two separate effects on a subordinate's OCB. One effect is a direct positive impact on a subordinate's OCB-O [1] or OCB-I [2]. The other effect is indirect—a supervisor's OCB-I initially has an effect on work values sharing [3], and this work values sharing influences a subordinate's OCB-O [4] or OCB-I [5].

Customarily, SEM examines whether paths between constructs are significant and whether measures of goodness of fit meet criteria to determine the validity of the model that represents hypothetical causal and correlational relationships. However, one drawback of this method is that it is not sufficient to simply determine significant relationships between variables in the hypothetical model. Our study aims to confirm that considerations relating to work values sharing necessarily explain the effect of certain OCBs on other OCBs. Thus, SEM has to reveal that our hypothetical model is better than alternative models in terms of measures of goodness of fit.

For this purpose, the goodness of fit of other models with or without paths should be considered. For example, the model with [3], [4], and [5] paths considers that the work context fully moderates the relationship between a supervisor's OCB and a subordinate's OCB. The model with only [1], [2], and [3] assumes that the work context has no effect on subordinates' OCBs. Concretely, this study adopted the specification search method of AMOS. According to this method, each path is added to and removed from the model, and the validity of each of the 32 ($2^5 = 32$) models is examined (Table 3).

Table 3 Comparison of All 32 Models

models	arrow	names of model	para- meters	df	C	C-df	AIC 0	BCC 0	BIC 0	CFI	TLI	RMSEA
1	None		63	189	25015.3	24826.3	778.338	778.227	750.333	0.878	0.851	0.068
2	4		64	188	24732.82	24544.82	497.864	497.775	475.461	0.897	0.874	0.063
3	5		64	188	24794.18	24606.18	559.217	559.128	536.814	0.893	0.869	0.064
4	1		64	188	24965.53	24777.53	730.569	730.48	708.166	0.881	0.854	0.068
5	3		64	188	24999.14	24811.14	764.179	764.09	741.776	0.879	0.851	0.068
6	2		64	188	25005.73	24817.73	770.775	770.686	748.371	0.879	0.851	0.069
7	4, 5		65	187	24469.76	24282.76	236.802	236.735	219.999	0.915	0.896	0.057
8	1, 2		65	187	24626.93	24439.93	393.969	393.902	377.166	0.905	0.882	0.061
9	1, 4		65	187	24699.5	24512.5	466.537	466.471	449.735	0.900	0.876	0.062
10	3, 4		65	187	24713.3	24526.3	480.336	480.27	463.534	0.894	0.869	0.064
11	2, 4		65	187	24723.26	24536.26	490.301	490.234	473.499	0.898	0.874	0.063
12	1, 5		65	187	24744.41	24557.41	511.448	511.382	494.646	0.897	0.872	0.063
13	3, 5		65	187	24777.1	24590.1	544.144	544.077	527.341	0.899	0.875	0.063
14	1, 3		65	187	24784.36	24597.36	551.396	551.329	534.593	0.894	0.869	0.064
15	2, 5		65	187	24791.27	24604.27	558.311	558.244	541.508	0.893	0.868	0.064
16	2, 3		65	187	24882.19	24695.19	649.225	649.159	632.423	0.887	0.861	0.066
17	1, 2, 3	direct model	66	186	24328.34	24142.34	97.378	97.333	86.176	0.925	0.907	0.054
18	1, 4, 5		66	186	24437.73	24251.73	206.767	206.723	195.566	0.918	0.898	0.057
19	3, 4, 5	full mediation model	66	186	24448.75	24262.75	217.795	217.75	206.593	0.917	0.897	0.057
20	1, 2, 4		66	186	24465.82	24279.82	234.859	234.814	223.657	0.916	0.895	0.057
21	2, 4, 5		66	186	24467.76	24281.76	236.8	236.755	225.598	0.916	0.895	0.057
22	1, 2, 5		66	186	24526	24340	295.042	294.998	283.841	0.912	0.890	0.059
23	1, 3, 5	full mediation and direct-1	66	186	24538.36	24352.36	307.401	307.356	296.199	0.911	0.889	0.059
24	2, 3, 4	full mediation and direct-2	66	186	24571.46	24385.46	340.501	340.456	329.299	0.908	0.886	0.060
25	1, 3, 4		66	186	24677.01	24491.01	446.054	446.01	434.852	0.901	0.877	0.062
26	2, 3, 5		66	186	24773.05	24587.05	542.089	542.045	530.887	0.895	0.869	0.064
27	1, 2, 4, 5		67	185	24255.43	24070.43	26.474	26.452	20.873	0.930	0.913	0.052
28	1, 2, 3, 4	partial mediation and direct-1	67	185	24293.26	24108.26	64.301	64.279	58.7	0.927	0.909	0.053
29	1, 2, 3, 5	partial mediation and direct-2	67	185	24311.88	24126.88	82.92	82.898	77.319	0.926	0.908	0.054
30	1, 3, 4, 5	partial and full mediation-1	67	185	24413.85	24228.85	184.889	184.867	179.289	0.919	0.899	0.056
31	2, 3, 4, 5	partial and full mediation-2	67	185	24445.68	24260.68	216.72	216.698	211.119	0.917	0.896	0.057
32	1, 2, 3, 4, 5	partial mediation model	68	184	24226.96	24042.96	0	0	0	0.932	0.915	0.052

When the specification search method was adopted, it showed that our hypothetical model [model 32] is the best model according to the measures of goodness of fit. This model has CFI = 0.932, TLI = 0.915, and RMSEA = 0.052. Although the value of RMSEA might be slightly higher than the criteria, it can be concluded that this model has high validity.

This model demonstrates that it is not only a subordinate's OCB-I but also his or her

OCB-O that is significantly influenced by a supervisor's OCB-I.

The more subordinates perceive their supervisor as "helping me" or "is closely involved with me," the more subordinates tend to perceive that they "encourage co-employees to build better human relationships" and "have my own goal for my daily job." Furthermore, the model depicts this effect as being partially mediated by

work values sharing, which enhances the perception that “I think I can be myself in society.” All the paths are significant for the 5 percent significance level. From this result, all of our hypotheses are supported.

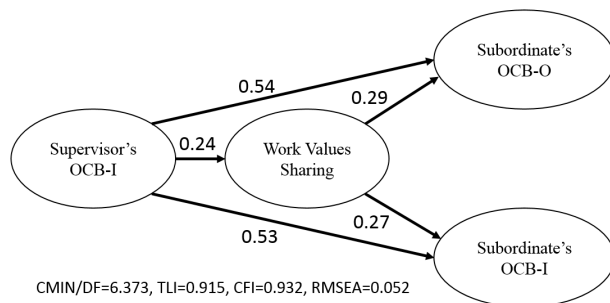


Figure 2 Result of the Partial Mediation Model

(7) Discussion

The results of this empirical analysis show that considering work values sharing is effective for understanding the processes by which a supervisor's OCB has an effect on a subordinate's OCB.

As previously mentioned, some past studies in social psychology regarding the relationship between helping and helped persons have revealed that the helped person sometimes tends to help others other than the helping person when he or she considers that helping contributes to a helper's sense of growth or accomplishment. From this finding, it could be easily inferred that employees similarly tend to exhibit more OCB when they receive OCB from their supervisor in the organization. The unique contribution of this study is the finding that work values sharing can mediate the relationship between employees' OCB and their supervisor's OCB.

Traditionally, there are two beliefs of why OCB is performed by employees who know that these types of behaviors are not formally

required. Western ideas consider that an employee hopes to repay the organization for tangible and intangible benefits he or she has received from the organization based on the social exchange between the organization and an employee (Organ, 1988). Further, this idea can be applied not only to OCB-O but also to OCB-I, which helps other employees or a supervisor in the organization, by assuming that a helping employee considers employees who he or she has helped to finally contribute to the organization.

In contrast, Hui, Lee, and Rousseau (2004) described “(a) perspective ignoring interpersonal ties is likely to be inadequate in accounting for organizational commitment and citizenship behavior in the context of the Chinese organization-employee relationship” (Hui, Lee, & Rousseau, 2004, p.233). In both Chinese and Japanese society, employees tend to consider not only their relationships with the organization but also their interpersonal relationships with others in the organization when they perform OCB-I. Their OCB-I is exhibited not as a way to receive benefits from the organization but in consideration of maintaining good relationships with other employees in the organization. Hui et al. (2004) described this point as follows:

“The Chinese are expected to relate to an organization through the particular relationships that exist between individuals and their superiors. Hence, traditional Chinese people tend to approach organizations ‘thinking interpersonally,’ in contrast to the Western view of the employment relationship that is based upon ‘thinking organizationally.’” (Hui et al, 2004,

p.233)

To judge the relative persuasiveness of these two ideas, we must refer to the empirical result; while the effect of a supervisor's OCB-I on a subordinate's OCB-I can be interpreted in either the Western or Asian framework, it is much easier to explain the effect of a supervisor's OCB-I on a subordinate's OCB-O by using the Western framework. This finding is very important because it means that the validity of the Western framework is supported despite the data having been collected from Japanese employees.

(8) Conclusion

This study aimed to propose a new framework to understand the effect of OCB and empirically examine its validity. In particular, this study empirically revealed that a supervisor's OCB had a positive impact on subordinates' OCB, and this relationship was found to be mediated by their shared work values. This indicates that a supervisor's OCB can become a language with which his or her work values are communicated to his or her subordinates; in turn, this encourages subordinates to have the same work values and exhibit their own OCB.

Although this study contributes to confirming the proposed framework by focusing on the effect of sharing work values between two OCBs, it has several limitations. First, this study utilized data collected by an outside institution with objectives other than testing our hypotheses. Many western OCB researchers have developed sets of questionnaire items to measure OCB

dimensions, and some of the OCB items used here are different from those established items. However, as described previously, it is also true that the actual behaviors that should be considered as OCB are culturally dependent (Organ et al., 2006); it might be effective to identify and adopt appropriate behaviors among those that are in accordance with the established definition of OCB.

Second, measuring shared work values is problematic. In fact, it is quite difficult to measure how much work values are shared among employees in an organization. Although some studies have proposed scale items to examine work values (Fields, 2002), work values sharing has a similar effect on employees' minds as that of organizational culture. As Schein (2016) described, organizational culture is not explicitly recognized by employees because it is too natural for them to be conscious of it. Therefore, we had to accept the use of proxy variables to represent work values sharing. We selected certain items assuming that employees come to believe they are understood by other employees and are able to act like themselves if they have shared work values with other employees. Therefore, this variable does not directly measure the degree of sharing work values but rather measures an employee's mindset that is expected to be produced by work values sharing. However, the relationship between the employee's mindset and work values sharing is not obvious and should be further investigated.

Third, we assumed the existence of a relationship between OCB, work values sharing, and another OCB. However,

employees are not, or are not able to be, explicitly conscious of work values sharing. Therefore, to properly explain the effect of work values sharing, the model that directly links work values sharing with another OCB might not be sufficient to explain the work situation. For example, if one employee's OCB has a positive effect on another employee's job satisfaction, the satisfied employee may exhibit further OCB, even if work values are not shared between them. The validity of alternative models that include other attitudinal factors, such as job satisfaction between the work context and other OCB, should be explored.

Finally, although SEM analysis of cross-sectional data is effective for determining the effect of one factor on another, it is limited in its ability to precisely clarify how one employee's behavior is repeated/adopted by other employees. Time-series data acquired through long-term observation are necessary to investigate the process of one OCB affecting another OCB. This should be addressed in future research.

As mentioned in the introduction, the problem of how OCB is influential in an organization has not been rigorously investigated. Although this study has several limitations, we believe that it serves to highlight the importance of further discussion and empirical examination of the effect of OCB on the organization.

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