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# Exploration of the organizational citizenship phenomenon in Lebanon

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Exploration of the Organizational Citizenship Phenomenon in Lebanon

by

Charlotte M. Karam

A Dissertation  
Submitted to the Faculty of Graduate Studies  
Through Psychology  
In Partial Fulfillment of the Requirements for  
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## Abstract

This dissertation examines Organizational Citizenship Behavior (OCB) at two levels of theory and within Lebanon. First, a group level conceptualization of this construct (i.e., Collective Citizenship Behavior or *CCB*) is theoretically developed based on an isomorphic model of emergence. Second, a qualitative pilot study examines the meaning and applicability of OCB. Results of this study suggest that OCB is a meaningful construct in this Arab context however cultural nuances and possible emic OCB dimensions are identified both in general and in times of war.

Third, a single level quantitative study is conducted where *CCB* was found to have emerged in 57 of the 62 groups sampled (mean  $r_{wg(j)} = 0.86$ ). Further, a confirmatory factor analysis suggests that Williams and Anderson's (1991) distinction of OCB-I and OCB-O applies at the group level of analysis (*CCB*-I and *CCB*-O). This study also suggests that between group differences in cohesiveness are positively related to *CCB*-I ( $r = 0.79$ ,  $t(42) = 8.12$ ,  $p < 0.001$ ).

Finally, a cross-level study relating *CCB*, OCB, and cultural orientation (i.e., allocentrism versus idiocentrism; Triandis, 1989) is tested using hierarchical linear modeling (Bryk, Radenbush, Cogdon, 1994). The relationships tested and their corresponding results are that: (1) the individual-level relationships between the dimensions of cultural orientation and OCB suggest that where allocentrism is not related to employee OCB in Lebanon; idiocentrism is positively related ( $\gamma_{10}=0.20$ ,  $se=0.08$ ,  $t(47) = 2.54$ ,  $p < 0.05$ ). (2) A cross-level main effect of *CCB* on OCB was found ( $\gamma_{01}=0.56$ ,  $se=0.18$ ,  $t(46) = 3.06$ ,  $p < 0.01$ ) indicating that individuals will display higher levels of OCB in groups with higher levels of *CCB*. Finally, (3) a cross-level moderating influence of *CCB* on the relationship between idiocentrism and OCB was not found suggesting that the level of *CCB* does not moderate this relationship in this sample.

Dedication

This dissertation is dedicated to my best friend and husband Ziad Dagher.

For his endless support and help I am ceaselessly indebted.

For his encouragement and guidance I am eternally grateful.

For his patience and tranquillity I am forever admiring.

Our love has been a wonderful and inspiring space to which I continuously return.

The silent ebb ~ as always and once again I returned to the sea.

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CHAPTER ONE

Introduction

The study of organizational behavior is inherently both a multi-level and, to some extent, a cultural endeavor. Organizations have traditionally been conceptualized as multi-level systems which include the individual employees, groups, departments, etc., and as such, issues of level are a particularly critical area in need of consideration for research. This can be accomplished in part by conducting multi-level or cross-level research within organizational settings. Similarly, cultural factors are also important to consider. No organizational phenomenon occurs outside of culture because organizations, and the individuals within them, are embedded in a cultural context. The examination of cultural factors can be done in part by developing conceptual frameworks and conducting research that begins to map how culture and organizational behavior are interrelated (Earley & Erez, 1997a).

Unfortunately, the study of organizational behavior has often neglected both these issues (Earley & Erez, 1997b; Hofstede, 1984; House, Rousseau, & Thomas-Hunt, 1995; Klein, Dansereau, & Hall, 1994; Kozlowski & Klein, 2000; Morgeson & Hofmann, 1999; Ronen, 1997; Rousseau, 1985). This deficiency in research is reflected in many of the sub-areas of organizational studies. Of particular interest for this dissertation study is the sub-area that focuses on the construct of Organizational Citizenship Behavior (OCB).

OCB is a topic that has been very popular since its appearance in the research literature (Borman & Motowidlo, 1993; Moorman, 1991; Podsakoff, Mackenzie, Paine, & Bachrach, 2000). OCB has most commonly been defined in line with Organ's (1988) conceptualization (Motowidlo, 2003; Van Dyne, Cummings, & McLean Parks, 1995): "individual behavior that is



discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization” (Organ, 1988, p. 4). Other definitions of similar constructs have been proposed: prosocial organizational behaviors (Brief & Motowidlo, 1986); extra-role behaviors (Van Dyne et al., 1995); citizenship performance (Borman, Penner, Allen, & Motowidlo, 2001); and contextual performance (Borman & Motowidlo, 1993). Of particular importance here is the contextual performance construct which Organ (1997) adopted as a new definition for OCB. Contextual performance (CP) is defined in terms of behaviors that “support the broader organizational, social, and psychological environment in which the technical core must function” (Borman & Motowidlo, 1993, p. 73). This latter conceptualization therefore can be differentiated from Organ’s (1988) original 1988 definition but is synonymous with his 1997 OCB definition.

Irrespective of the definition adopted, most of the research on OCB has been conducted within an implicit cultural framework that is grounded in Westernized theories and models (Paine & Organ, 2000) and that focuses on the individual level of analysis (Schnake & Dumler, 2003). There have been some attempts to rectify these two deficiencies in OCB literature. On the one hand, there are a few OCB researchers who have begun to address the gap with regard to issues of level (e.g., Ehrhart, 2004; Ehrhart & Naumann, 2004; Fischer, Ferreira, Assmar, Redford, & Harb, 2005; Schnake & Dumler, 2003). These researchers stress the need for multi-level and cross-level research on OCB. Some of these researchers recognize the multi-level nature of OCB itself, while others stress the need to recognize the multi-level nature of the context in which OCB occurs.

On the other hand, a few researchers have begun to address the gap with regard to cultural considerations by researching the relationship between OCB and cultural variables (e.g.,

Kwantes, Karam, Kuo, & Towson, 2005) or, alternately, by researching OCB in contexts outside of the West (e.g., Farh, Earley, & Lin, 1997; Paine & Organ, 2000). Highlighting the need for this research Lam, Hui, and Law (1999) observe that the “examination of OCB outside of the context of the United States is rare” (p. 599); similarly, Farh et al. (1997) state that “little is known about citizenship behavior in a global context” (p. 421).

It should be noted that there are some research efforts beginning to appear which combine both issues of level and cultural considerations (e.g., Fischer et al., 2005; Karam & Kwantes, 2006) although such efforts are rare. This dissertation (and the three studies within) is (are) an attempt to address both issues by examining OCB as a cross-level phenomenon within a specific cultural context. Generally, the attempt is to: first, theoretically explore the structure (Morgeson & Hofmann, 1999) of the Organizational Citizenship Phenomenon at the unit level of analysis. Second, the attempt is to gain insight into the meaning and applicability of the Organizational Citizenship Phenomenon in a sample outside of the West; namely, a sample from Lebanon. Third, the attempt is to examine the relationship between unit level OCB and unit cohesiveness, as well as, to examine the top-down influence of unit level OCB on the relationship between individual level cultural orientation and OCB.

#### *Importance of Issues of Level and Organizational Citizenship*

The importance of issues of level has been highlighted briefly thus far; it is however important also to define and clarify what such issues entail. Drawing from Rousseau (1985), issues of level can be defined as the considerations of the conceptual, methodological, and analytic steps needed to capture the complex differences between qualitatively different entities (e.g., individuals, groups, departments, etc.). These steps are involved in researching multi-level or cross-level constructs and have been referred to as levels of theory, measurement, and

analysis. The level of theory describes the level (e.g., individual, group, department, etc.) that a researcher or theorist aims to depict and explain. The level of measurement is “the unit to which the data are directly attached ... and ... the level of analysis is the unit to which the data are assigned for hypothetical testing and statistical analysis” (Rousseau, 1985, p. 4).

For this dissertation in particular, it is important to consider the steps needed to capture the complex differences between individual level OCB and unit level OCB. Considerations of the level of measurement as they pertain to these two constructs, for example, would entail, in part, deliberation about the methodological steps needed to capture the differences between the two. A measure of individual level OCB would need to capture behavior performed by an individual employee and is usually captured by asking for a single rating of that employee’s level of OCB engagement. If aggregation is at all involved (although it is usually not) it would be the aggregation of that employee’s performance of OCB over a specified period of time.

A measure of unit level OCB, on the other hand, would need to capture the total behavior and behavioral interactions performed by a collective of employees within a unit and therefore the analysis would need to utilize a methodology that can capture the aggregation of OCB across employees over a specified period of time. Furthermore, methods to measure unit level OCB would need to demonstrate empirical support (e.g., within-group agreement) justifying the aggregation method (e.g., averaging lower level ratings; indexing consensus among lower level ratings of unit level referent) that is used (Chan, 1998). The differences between individual level OCB and unit level OCB in terms of, for example, the appropriate measurement and aggregation method, the structure, and the appropriate assumptions of variability will be discussed in greater detail later in this chapter. Table 1 briefly introduces general issues of level in reference to the Organizational Citizenship Phenomenon.

### *Complexity in Cross-level Research*

The complexity in cross-level research is not only intimately connected with the choices of level of theory, measurement, and analysis, but also with the consistency between these levels (Klein, Dansereau, & Hall, 1994). When there are inconsistencies, as is common in cross-level and multi-level research (Schnake & Dumler, 2003), the complexity becomes exacerbated. Rousseau (1985) provides a discussion of these complexities by detailing the various fallacies and biases that result from the development of theories and research designs that do not ensure consistency between levels.

Some of the fallacies and biases discussed by Rousseau (1985) include: *Misspecification* - when a researcher, for example, uses employee-level data to say something about organizational units; *Aggregation Bias* - when a researcher, for example, concludes that an apparent relationship exists when in fact the extent of the relationship is an artifact of the data themselves; as well as, *Ecological Fallacy* - when a researcher infers a relationship between two employee level variables when one does not exist. Instead, the observed effect is due to the context which has not been accounted for in the research model. To avoid such fallacies and biases researchers should explicitly recognize the multi-level nature of organizational phenomena and conduct research with adequate attention given to issues of level.

In light of the complexities highlighted, it is easy to understand why OCB researchers have tended to focus on single-level research based on (and resulting in) the perpetuation of single-level theories that fail to recognize the multi-level nature of organizational life. In order to advocate a more multi-level approach to research, House et al. (1995) introduced the concept of *the meso paradigm*. The meso paradigm is a framework that aids in the integration of individual level psychological theories (micro theory) and unit level sociological theories (macro theory).

Table 1

*Organizational Citizenship Phenomena and Issues of Level*

Qualitatively Different Entity		
	Individual Level OCB	Unit Level OCB
Level of Theory	<p>a) It is individuals that perform OCB and the individual should be depicted or explained.</p> <p>b) Theory that reflects the individual level (e.g., employee dispositions, perceptions, or demographics) should help to depict or explain individual performance of OCB.</p>	<p>a) It is unit level OCB that impacts unit effectiveness and the unit should be depicted or explained.</p> <p>b) Theory that reflects the unit level (e.g., group processes and unit characteristics) should help to depict the performance of unit OCB.</p>
Level of Measurement	<p>c) The data should be directly attached to the individual.</p> <p>d) A supervisor rates the level of OCB performed by each employee.</p>	<p>c) The data should be directly attached to the unit.</p> <p>d) - A supervisor rates the overall level of OCB-type actions and interactions in his/her unit; OR - Unit members individually rate the level of OCB-type actions and interactions within the whole unit.</p>
Level of Analysis	<p>e) Data are assigned to the individual level for statistical analysis.</p> <p>f) No adjustment or aggregation is needed</p>	<p>e) Data are assigned to the unit level for statistical analysis.</p> <p>f) - For a supervisor's single rating: no adjustment or aggregation is needed. - For unit member ratings: aggregation to the unit level is needed and between-group differences and within-group homogeneity is needed.</p>

The combination of these two approaches into one paradigm creates the possibility of a more integrated approach that allows for an examination of the relationships between organizational contexts and the behavior of individuals or units. The meso paradigm recognizes that “micro phenomena are embedded in macro contexts and that macro phenomena often emerge through the interaction and dynamics of lower-level elements” (Kozlowski & Klein, 2000, p. 7). The work within this dissertation is conducted largely in line within the framework of the meso paradigm.

### *Difficulties with the Definition of OCB*

The history of the concept of organizational citizenship behavior has been beset with conceptual difficulties. These difficulties have often arisen from debate over the best way to conceptualize OCB (see Becker & Vance, 1993; Lam, et al., 1999; Morrison, 1994; Motowidlo, 2003; Organ, 1997; Podsakoff et al., 2000; Schnake, 1991; Van Dyne et al., 1995; Werner, 1994 for detailed discussions of these difficulties). A crucial example is the debate over whether OCB is in fact individual behavior that is discretionary or extra-role. There is some empirical evidence that OCB may in fact be perceived as in-role by both supervisors and employees and therefore is not discretionary at all (e.g., Morrison, 1995; Lam et al., 1999; Karam, 2002).

If researchers remove the extra-role/discretionary qualifier from the definition of OCB, however, there are important implications for OCB at different levels of theory and analysis. At the individual level, the removal of the extra-role qualifier broadens the scope of behaviors that can be included under the umbrella of OCB. According to Graham (1991), under this broader conceptualization traditional measures of job performance become conceptually relevant in OCB research. However, although broadening the scope in this way relieves some of the controversy over where to draw the line between what is in-role versus extra-role there are strong arguments

highlighting the conceptual importance and utility of retaining this qualifier such as retaining definitional precision, epistemological clarity, and construct validity (see Van Dyne, et al., 1995).

At the unit level, on the other hand, the argument for the removal of the extra-role qualifier may have stronger theoretical and practical utility. To demonstrate this point, imagine an organizational unit (e.g., a bank branch, kitchen unit within a restaurant, sales unit within a store) where unit level OCB has emerged and is present. The presence of unit level OCB implies that this type of behavior is prevalent (or normative) within the unit and as such these behaviors are an expected and common form of within-unit behavior. As an expected and common form of within-unit behavior, it is unlikely that these behaviors will be perceived as extra-role or discretionary by members of that unit. In effect, therefore, the debate and controversy over the line between what is in-role versus extra-role becomes peripheral at the unit level of theory and the need to adopt a broader set of qualifiers when studying the Organizational Citizenship Phenomenon at higher levels becomes essential. Taken together, it may be useful to conceptualize OCB as retaining the extra-role qualifier at the individual level but not at the unit level. This raises important questions as to whether the Organizational Citizenship Phenomenon is equivalent across levels of theory and analysis.

Researchers conducting OCB research from within a cultural framework may also find it useful to drop the extra-role qualifier. Paine and Organ (2000) demonstrate this point when they note that: "in collectivist cultures, what we would call OCB appears to be part of what one is generally expected to do – regardless of job description" (p. 56). Retaining this definitional qualifier may therefore restrict the applicability of the OCB construct in contexts outside of North America. Despite the easier applicability of a broader definition of the Organizational

Citizenship Phenomenon, Organ's (1988) OCB definition (which retains the extra-role qualifier) remains at center stage in the majority of existing empirical work in this area to date (Motowidlo, 2003; Van Dyne et al., 1995). In light of the centrality of the OCB (Organ, 1988) conceptualization, it will be used as the central concept for the majority of the literature review.

### *Dimensionality of OCB*

There are a number of dimensions of OCB that have been proposed, some of these include altruism, sportsmanship, helping others, peacemaking, conscientiousness, interpersonal facilitation, cheerleading, generalized compliance, and loyalty. Although there is a lack of consensus about the exact number or type of OCB dimensions, there is overlap among many of them (Podsakoff et al., 2000). Organ's (1988) original five dimensions (i.e., altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) are still widely used in research today. However, another commonly used conceptualization of OCB dimensions, originally described by Williams and Anderson (1991), is made up of OCB-I and OCB-O. OCB-I is defined as "behaviors that immediately benefit specific individuals or coworkers and indirectly through this means contribute to the organization" and OCB-O is defined as "behaviors that benefit the organization in general" (Williams & Anderson, 1991, p. 601). The former category includes behaviors that traditionally have fallen under the dimension of altruism, while the latter behaviors fall under the dimensions of generalized compliance and conscientiousness. These two dimensions of OCB-O and OCB-I have been adopted for Study I and II of this dissertation.

An important question for future work on OCB is: are the different sets of OCB dimensions and categories identified in the West, and commonly used in OCB research, the same as those that should be used in unit level analyses and in other cultures? Answers to this question need to focus on two points: (1) any potential differences between the dimensionality of unit



level OCB versus individual level OCB; and (2) any potential differences in the dimensionality of the Organizational Citizenship Phenomenon (i.e., whether at the individual or unit level of analysis) in the West versus alternate cultural contexts. Again, dimensionality may vary depending on the level of analysis and/or the cultural context.

The empirical history of a construct is important in the progress of any research area. It is important to know where researchers began their theoretical, empirical, and analytical journey in studying a construct before one can attempt research that attests to any semblance of additive utility. To this end, this section begins with a critical review of the empirically identified antecedents and consequences of the Organizational Citizenship Phenomenon at the unit and individual level of analysis through the examination of their nomological networks.

### *Nomological Networks*

A nomological network defines and differentiates constructs based on their proposed relationships with each other and with other constructs (Van Dyne, et al., 1995). As indicated by Schwab, (1980) constructs are of interest only if they can be demonstrated to be connected to other constructs and therefore the study of the antecedents and consequences that fit within a construct's nomological network helps to build connections between it and other constructs and to build networks of relationships in general. Constructing the nomological network of OCB as well as unit level OCB is useful here therefore because it provides a framework through which to examine the similarities and differences between the antecedents and consequences of the Organizational Citizenship Phenomenon at the different levels of analysis as they have been identified and studied in empirical research.

Before the nomological networks are described a new label is introduced for unit level OCB; namely: Collective Citizenship Behavior (CCB). The introduction of this new label is done

to thwart potential confusion and for linguistic ease. Therefore, the concept of OCB conceptualized at the unit level will be referred to as CCB, while individual level OCB will continue to be referred to as OCB. In general, therefore CCB can loosely be defined as collective behavior that is not directly or explicitly recognized by the formal reward system, and that promotes the effective functioning of the organization. A more precise definition that takes into account the unique structural properties of this phenomenon will be provided later in this chapter.

#### *Nomological Network I: OCB*

The general nomological network for OCB has been thoroughly discussed and reviewed by, for example, Podsakoff et al. (2000) and Van Dyne et al. (1995). Both have given a detailed description of OCB's antecedents and consequences. Figure 1 presents a pictorial description of the nomological network described by Podsakoff et al. (2000) with two additional considerations: (1) explicit reference to issues of level and (2) inclusion of cultural variables. This latter addition is italicized in Figure 1. Although this section therefore will not repeat this work, it will however focus briefly on the OCB-outcome link. This focus on the link between OCB and its consequences is deliberate because it is this link that is responsible for catapulting OCB research to the foreground in organizational research (Brief & Motowidlo, 1986; Podsakoff & Mackenzie, 1997; Schnake, 1991) and it is only upon generally establishing an empirical link between OCB and its outcome variables that researchers have turned their attention to OCB's antecedents.

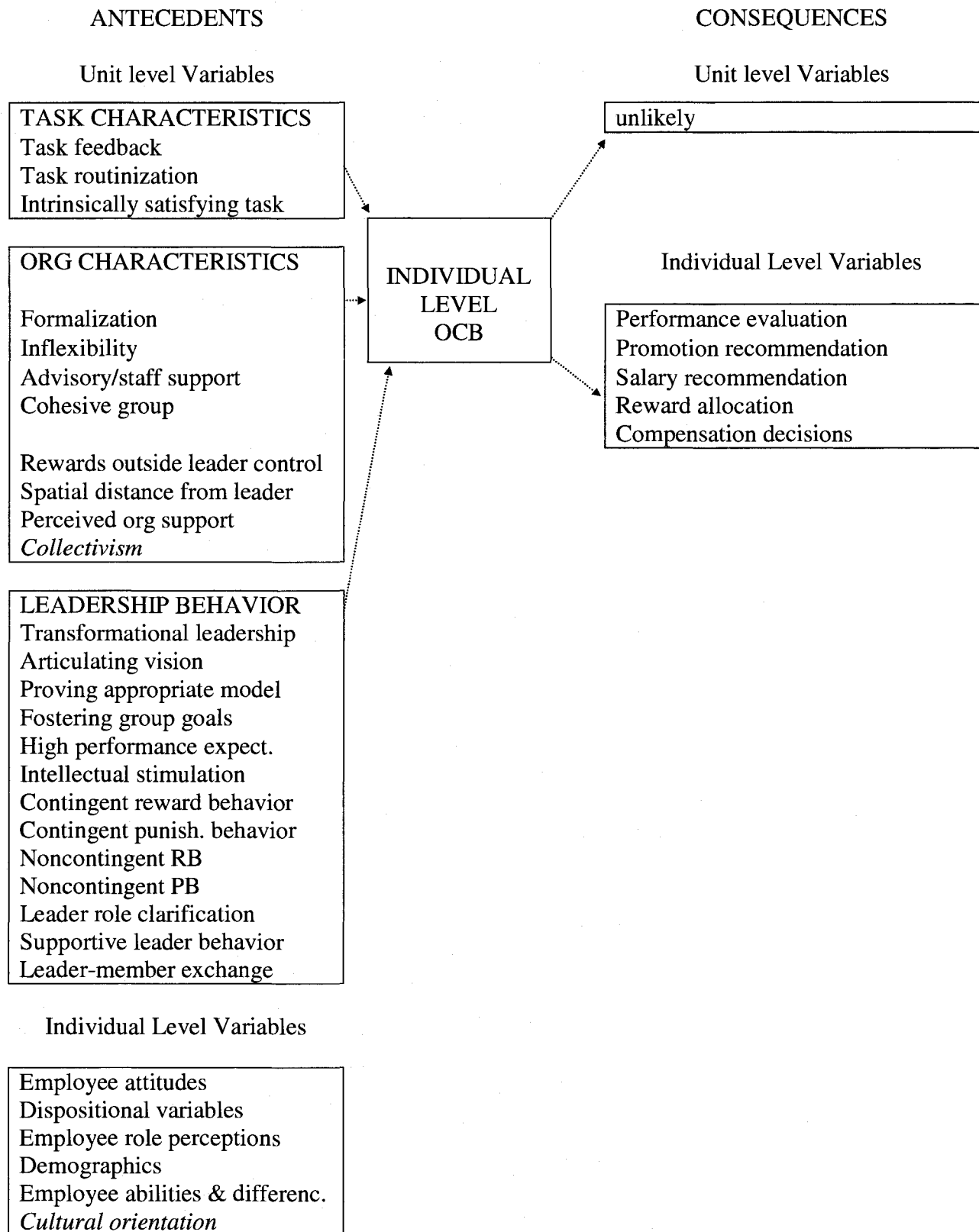
#### *OCB and its outcome variables.*

Research in this area can theoretically be divided into two categories which include: (1) single-level research focused on the individual performance of OCB and its relation to individual

level outcomes and/or (2) cross-level research focused on the individual performance of OCB and its relation to unit level outcomes. Most research on OCB to date would fall into the former, and is represented on the right side of the nomological network depicted in Figure 1. This type of research is a classic example of research carried out by micro scholars. Organ (1988) was one of the first researchers to provide a conceptual rationale for this research. He suggested that because organizational citizenship behaviors are perceived by supervisors to benefit the overall efficiency and effectiveness of the organization, OCB might play a role in employee evaluations that goes beyond the collection of formal performance data such that those individuals who engage in OCB would be evaluated more favorably than those who did not. Those evaluated more favorably would therefore potentially be the recipients of various positive individual level outcomes.

Studies supporting this link and Organ's (1988) rationale have been conducted by, for example, Mackenzie, Podsakoff, Moorman, and Fetter (1991) with an American sample of insurance agents. This research looked at the relative influence of an employee's OCB versus his/her objective sales productivity on manager evaluations of that insurance agent's performance. The results of this study demonstrated that an employee's OCB and his/her level of sales were both taken into account when evaluating each insurance agent's performance. Similar results have been reported in the literature by a number of researchers working with American samples; namely: Lowery and Krilowicz (1994); Mackenzie, Podsakoff, and Fetter (1993); Mackenzie, Podsakoff, and Paine (1999); Podsakoff and Mackenzie (1994).

The second category of research examines the individual performance of OCB and its

Figure 1. *OCB's Nomological Network.*

relation to unit level outcomes. This form of research would theoretically represent a form of cross-level or meso research. In discussing or examining this relationship however it is important to cautiously delineate from which level the impact on unit level outcomes is actually occurring. The performance of a single act of OCB is unlikely to result in unit level changes. Similarly the performance of multiple acts of OCB by an individual is also not likely to result in significant unit level changes. Rather, a change at the unit level may more plausibly result from acts of OCB aggregated over time and multiple persons. Aggregation over time and persons suggests however a cross over into the content domain of CCB. In fact, Organ (1988) suggests that any impact of individual level OCB on unit level performance is likely to be trivial. Any attempts to understand the relationship between the Organizational Citizenship Phenomenon and unit level outcomes should therefore look instead at CCB.

#### *Nomological Network II: CCB*

Similar to the nomological network built for OCB, Figure 2 provides a useful pictorial summary of CCB's nomological network as it has been explored in the empirical research to date.

#### *CCB and its outcome variables.*

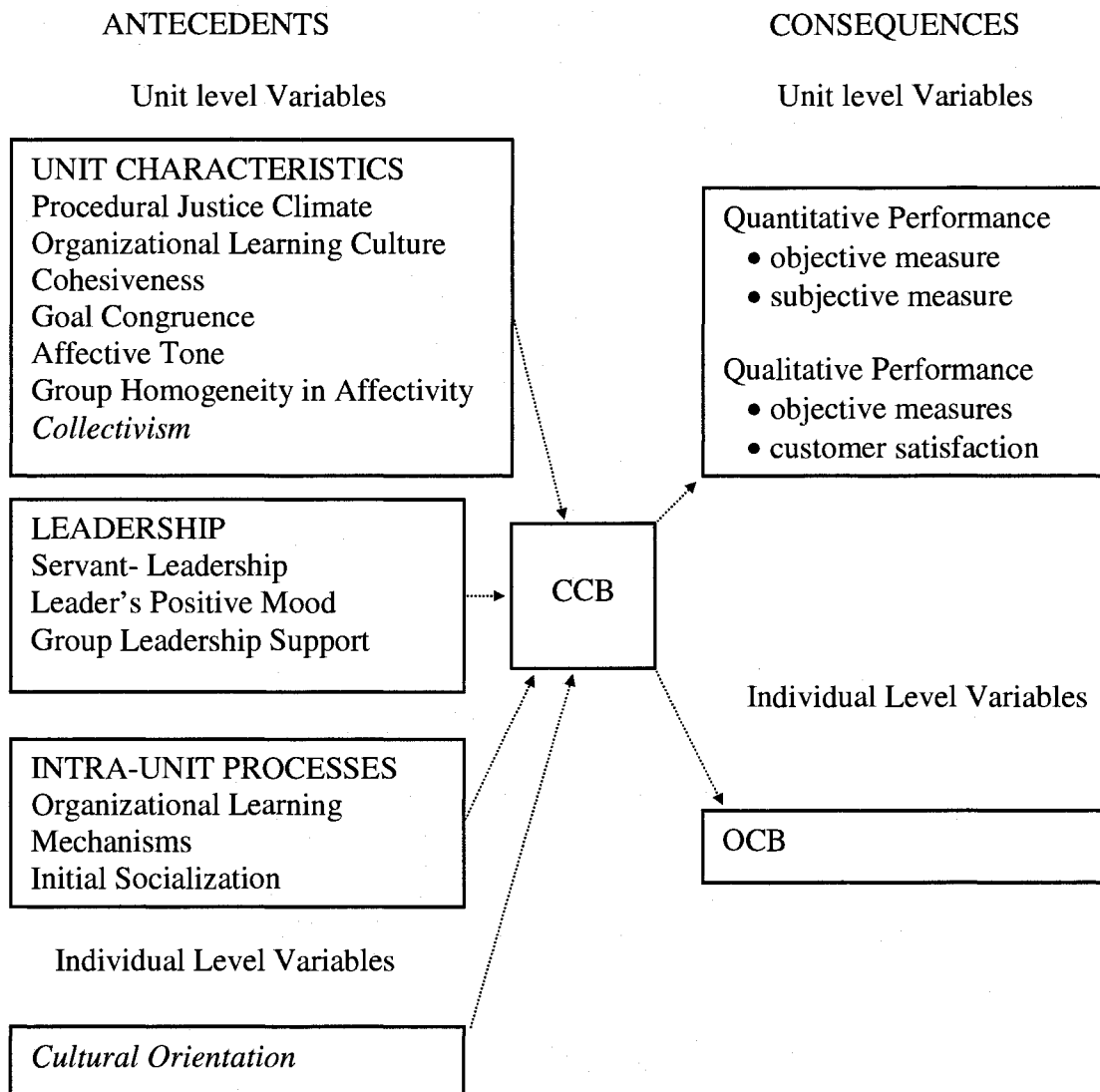
Organizational outcomes and, in particular, unit level outcomes have been the primary focus of studies on CCB thus far (e.g., Dunlop & Lee, 2004; Koys, 2001; Podsakoff et al., 1997; Podsakoff & Mackenzie, 1994), because it is in this form that the citizenship phenomenon affects unit performance (e.g., Podsakoff & Mackenzie, 1994) and it is an increase in performance that is of primary interest in many organizational studies. Research in this area can theoretically be divided into two categories: (1) single-level research focused on the CCB and its relation to unit

level outcomes and/or (2) cross-level research focused on CCB and its relation to individual level outcomes.

Examples of single-level, macro research focused on CCB and its relation to unit level outcomes include: Dunlop and Lee (2004); Koys (2001); Podsakoff et al. (1997); as well as Podsakoff and Mackenzie (1994). However, researchers examining this relationship provide only brief mention (if at all) of the justification for data aggregation to the unit level, misspecification biases, and specific aggregation methods and checks.

For example, in study two of Podsakoff et al.'s (1994) article, a positive relationship between CCB and unit performance was demonstrated in a sample of 116 insurance units with a total of 839 employees in the United States. However, in this study CCB was measured at the individual level using items that referred to an individual employee's behavior but then analyzed at the unit level thereby making misspecification an issue. Similarly, Dunlop and Lee (2004) conducted a study which examined this relationship with 364 employees and 96 supervisors in 36 fast food branches in Australia. In this study, contrary to the prediction, they found that CCB does not predict unit level performance. This unexpected result may, in part, be explainable by inconsistency between the level of theory and the level of measurement where the items used to measure CCB referred to *the individual* and *not the work group*. This inconsistency may have resulted in misspecification (i.e., using employee level data to say something about the unit as a whole) once again. Alternate and perhaps more appropriate methods of measuring CCB are available as demonstrated in Podsakoff et al. (1997), Koys (2001), and Ehrhart et al. (2006).

In Podsakoff et al.'s (1997) study the single-level relationship between CCB and unit performance was measured using unit members' ratings of CCB and then aggregating these by averaging across individuals to the unit level. Unit level performance was measured using

Figure 2. *CCB's Nomological Network*

objective quantity (amount of paper produced) and quality (amount of paper rejected) performance data taken from company records. The results demonstrated that two dimensions of CCB (i.e., unit level helping behavior and sportsmanship) had significant effects on unit performance quantity and that unit level helping behavior had a significant impact on performance quality.

In Koys' (2001) study a single level longitudinal design (two data collection times) was used in which employees in 28 units of an American restaurant chain were sampled. Here CCB was measured by asking supervisors to rate the amount of CCB within their restaurant as a whole. Unit level performance was measured using customer satisfaction surveys aggregated to the unit level as well as two measures of unit level objective performance data taken from company records. The results demonstrated that CCB at time one is related to unit level effectiveness at time two and that CCB at time one is related to unit level customer satisfaction at time two.

Finally, Ehrhart et al. (2006) examined the relationship between CCB and four indicators of military unit effectiveness: combat readiness, physical fitness, awards, and M16 scores. In addition, they examined the incremental contribution of CCB beyond cohesion, conflict, and leader effectiveness. This study was conducted with data from 2403 soldiers nested within 31 military units. The results showed that CCB is related to unit effectiveness, and for three of the outcomes, that CCB explains incremental variance beyond the other group process variables. Taken together, therefore, empirical research has supported the general link between CCB and unit level outcomes.

Research that looks at the individual level consequences of CCB within the organization can be characterized as meso research where the focus would be on the examination of relations



between macro and micro variables. Although empirical examples of this type of research are rare, the literature provides useful theoretical models for capturing this type of relationship (e.g., Earley & Erez, 1997b; House et al., 1995; Klein et al., 1994; Kozlowski & Klein, 2000; Morgeson & Hofmann, 1999; Rousseau, 1985). A special case of cross-level research examining the consequences of CCB has been done by Bommer, Miles, and Grover (2003) in which they studied the link between CCB and OCB.

In Bommer et al.'s (2003) study the attempt was to examine the processes by which CCB relates to OCB with an American sample. There were 56 workgroups with a range of three to 38 employees each. The level of theory was primarily the unit level (i.e. the workgroup). The results indicated that CCB significantly predicted OCB. More specifically, it was found that CCB explained significant variance in OCB and this effect was moderated by the consistency of OCB displayed within the workgroup. Unfortunately, however the researchers did not provide justification for the use of individual level measures to represent unit level phenomena. Therefore questions are again raised as to whether the researchers were in fact (1) studying CCB at all and (2) evaluating relationships at multiple levels of analysis.

*CCB and its antecedent variables.*

The importance of the link between CCB and positive unit outcomes coupled with the demonstration of this link in empirical work have provided the basis for researchers' increased interest in studying the antecedents of CCB. To date, the conceptualizations of these antecedents have all been at the unit level of analysis. Their treatment in the literature can be organized into three categories as depicted in the nomological network of CCB (Figure 2): unit characteristics (e.g., procedural justice climate, unit learning culture, unit cohesiveness, goal congruence, affective tone, group homogeneity in affectivity); leadership (e.g., leader's positive mood, group

leadership support); and intra-unit processes (e.g., initial socialization, unit learning mechanisms). Research on the antecedents and correlates of CCB will be explicated next by examining both single- and cross-level research.

The earliest work on the antecedents of CCB was actually done on a construct related to CCB in the work of George (1990) and George and Bettenhausen (1990); namely, pro-social behavior. More recently, research specifically focused on CCB include: Somech and Drach-Zahavy (2004); Ehrhart (2004); and Chen, Lam, Naumann, and Schaubroeck (2005).

Somech and Drach-Zahavy (2004) examined the relationship between organizational learning (i.e., school learning mechanisms and values) and CCB with an Israeli sample. They predicted and found that organizational learning was positively related to CCB. However, again their methodology may have been flawed because of inconsistency between the level of theory, measurement, and analysis. This inconsistency not only may have resulted in misspecification (Rousseau, 1985), but also is a violation of the assumptions underlying justification of aggregation indices which renders any aggregation to unit level unjustified in the first place. Ehrhart (2004) provides a second example of a single-level study on unit level OCB where consistency between levels and proper calculation of justification indices is explicitly addressed and conducted. Ehrhart (2004) examined the relationship between CCB and two group level antecedents; namely, fairness and leadership. The author predicted and found that, in general, group level servant-leadership and procedural justice climate were positively related to CCB.

A final study examining the relationship between CCB and other unit level antecedent variables is Chen et al. (2005). They examined the relationships between CCB and the following antecedents: (1) procedural justice climate, (2) work group leadership support, (3) work group cohesiveness and group organizational goal congruence, as well as (4) negative affective tone,

and (5) group's negative affectivity. This study was conducted with the employees of a bank in Hong Kong (China). The results, as predicted, indicated that CCB had a positive relationship to procedural justice climate and work group leadership support. Work group cohesiveness and group organizational goal congruence interactively predicted CCB, as did the negative affective tone of the group and the group's negative affectivity homogeneity.

Empirical work that looks at the cross-level relationship between CCB and antecedents at the individual level of analysis is rare. Its rarity is no indication of the lack of potential for this type of meso research. In fact, a number of OCB researchers have theoretically identified cross-level work on the emergence of CCB as a potentially fruitful avenue for future research (e.g., Bommer, et al., 2003; Ehrhart, 2004; Ehrhart & Naumann, 2004; Kidwell, Mossholder, & Bennett, 1997; Schnake & Dumler, 2003).

#### *Similarities and Differences between the Nomological Networks*

Comparing the nomological network of CCB with that of OCB suggests some similarities between the antecedents of the two. The common antecedents include: leadership variables and the unit characteristic variables of cohesion, procedural justice climate, and affective tone. More research is needed however to confirm these relationships in different cultural contexts and to expand the number of antecedents that can be included in the nomological network. Researchers should not only examine the single-level relationships between unit level antecedents and CCB, but also the cross-level relationships between individual level antecedent variables and CCB. The examination of the latter type of relationship could help to shed light on bottom up processes and specific models of CCB's emergence.

As can be seen in the two nomological networks, there is a similarity in function across levels such that both CCB and OCB lead to an increase in performance. Where OCB is

associated with more positive evaluations of a particular employee's performance, CCB is associated with higher levels of unit performance on both quantitative and qualitative measures. Therefore, empirical evidence demonstrates that the two manifestations of the Organizational Citizenship Phenomenon lead to similar consequences across-levels of analysis. Both higher performance and compensation are functions of this phenomenon no matter the level of analysis. These relationships however have most often been demonstrated in research examining employees and work contexts in the West, expansion of this line of research to cultural contexts is a possible direction for future research.

It has also been suggested in this chapter that although the bottom-up, cross-level effect of OCB on the unit may have theoretical appeal, any change at the unit level may more plausibly result from acts of OCB aggregated over time and multiple persons, and not the acts of a single individual. The top-down, cross-level effect of CCB on the individual however is potentially a more fruitful area for future research. By its very structure CCB (and other collective constructs) serve as a context for individual perceptions, attitudes and behaviors thereby highlighting the possibility for the occurrence of cross-level contextual effects on lower level phenomenon (Kozlowski & Klein, 2000). This assertion can be better understood by providing a clearer theoretical explication of what is meant by CCB's structure as well as theoretically delineating processes through which the structure of CCB emerges and is maintained. In the section that follows, the theoretical processes by which CCB emerges as well as its resulting structure will be explored.

#### *Emergence of Collective Citizenship Behavior*

Researchers interested in CCB are often interested in the processes by which CCB comes about and ultimately its structural properties. These are matters of theory and theoretical

development, at least initially. Where do these processes originate? How do they transcend the individual and culminate at the unit level? Together, these processes as well as the resultant structural properties have been conceptualized as components of *emergence*. Kozlowski and Klein (2000) asserted that the theoretical concept of emergence should be viewed

as both process and structure. This perspective attempts to understand how the dynamics and interactions of lower-level elements unfold over time to yield structure or collective phenomena at higher levels (Arthur, 1994; Gell-Mann, 1994; Kauffman, 1994; Nicolas & Prigogine, 1989; Prigogine & Stengers, 1984) (p. 16).

Attempts to understand the emergence of CCB therefore, are attempts to understand how individual level behavior (i.e., OCB) can, over time, yield structure at the unit level (i.e., CCB). Drawing from multi-level theory, this section begins by discussing the theoretical foundation for the emergence of CCB as a unit level construct.

First, the concept of bottom-up processes will be explicated with respect to the role that they play in CCB's emergence. This involves reflection on OCB as a basic conceptual component of CCB; the importance of the interactions between individuals, the potential types of functional relationships that can exist between OCB and CCB; as well as the potential factors that influence the manner in which CCB emerges. This discussion will conclude with the choice of compositional bottom-up processes conceptualized as the theoretical basis for the study of CCB in this dissertation. Second, the structural properties of CCB will come into focus (e.g., unit level construct type, assumption of variability, etc.).

*Process: Interaction, Bottom-Up Processes, and Emergence Models*

It is proposed here that CCB is an emergent phenomenon because it has its theoretical foundation at the individual level. Therefore, theoretically CCB "originates in the behaviors of individuals, is amplified by their interactions, and manifests as a higher-level collective

phenomenon” (Allport, 1954; Katz & Kahn, 1966, as cited in Kozlowski & Klein, 2000; p. 55).

The theoretical processes by which individual behavior (e.g., OCB) amplifies and culminates into a unit level phenomenon (e.g., CCB) are known as *bottom-up processes*. These bottom-up processes can above all be characterized as interactive. Drawing from Parsons (1937, 1951) and Allport (1924, 1967), Morgeson and Hofmann (1999) highlight the importance of interaction by asserting that it forms the basis of collective constructs, absent this interaction the collective construct simply does not exist (p.252). Other multi-level researchers have made similar assertions (i.e., Chan, 1998; House et al., 1995; Rousseau, 1985; Kozlowski & Klein, 2000).

In the case of CCB, a concrete example will help to demonstrate this point further. Imagine a situation where a unit member helps a coworker who is having difficulty with a particular work related task (OCB act A). The reciprocity norm (Gouldner, 1960) suggests that the coworker may in turn come to the aid of that employee at a later time (OCB act B) not in a quid pro quo manner but rather in accordance with the within unit norm of reciprocating in general. Alternately, the coworker may help a different unit member who requires assistance within the unit (OCB act C) also in accordance with the within unit norm. Each unit member’s individual act of OCB (A, B, or C) occurring within the unit context are the most basic components of the organizational citizenship-type interaction that forms the initial basis for CCB’s emergence. These individual acts in the unit context have been called the *ongoings of the individual system* (Allport, 1955, as cited in Morgeson and Hofmann, 1999, p. 251).

The meeting of two ongoing (e.g., the occurrence of C or B in accordance with the context in which A occurred) can be characterized as an interaction between unit members and is called an *event* (Allport, 1955, p. 616). For CCB, the meeting of ongoing such that, for example, C or B is performed in response to or in the context of A can be characterized as an

organizational citizenship-type event. It should be noted that organizational citizenship-type events suggest that events (and therefore ongoing and interactions) can be differentiated qualitatively from other types of events. For example, when discussing collective citizenship behavior the ongoing and/or event involved can be characterized as an organizational citizenship-type of ongoing and/or event where each unit member's OCB is performed *sometimes* in reaction to and *always* in the context of other unit members' OCB. Subsequent organizational citizenship-type events occurring within the unit produce what Allport (1955) termed *event cycles* (p. 636).

The organizational citizenship-type ongoing, events, and event cycles within the unit therefore enable collective citizenship behavior to emerge. These ongoing and events taken together occasion "a jointly produced behavior pattern which lies between the individuals involved" (Morgeson & Hofmann, 1999, p. 252) and it is from this behavior pattern that the structure of collective citizenship behavior emerges. As unit members repeatedly interact within context through organizational citizenship-type ongoing and events, a structure of CCB emerges that transcends the separate actions of each individual member. This structure that has emerged characterizes the collection of individuals within the unit and describes the organizational citizenship-type interactions of the unit *as a whole*. Therefore, the importance of OCB-type ongoing and events in the bottom-up processes by which OCB amplifies and culminates into CCB cannot be underestimated.

There are different bottom-up processes that can characterize the different functional relationships between OCB and CCB. Kozlowski and Klein (2000) provide a continuum representing a typology of emergence based on different types of bottom-up processes. The bottom-up processes included along the continuum are *convergent*, *pooled constrained* *pooled*

*unconstrained*, *maximum/minimum variance*, and *patterned* (p. 67). The reader is referred to this article for a description of each. The ends of the continuum are of interest here (i.e., *convergent* versus *patterned*). They represent the ideal bottom-up processes: *compositional* versus *compilational*. Where the former characterizes the link between OCB and CCB as “the *convergence* of similar lower-level characteristics to yield a higher-level property”, the latter characterizes it as “the *combinations* of related but different lower-level properties... to yield a higher-level property” (Kozlowski & Klein, 2000, p. 16).

These bottom-up processes and functional relationships are conceptually related to theoretical models of emergence (e.g., isomorphic model versus discontinuity model) by the “degree to which the constituent components of a phenomenon ... are similar across-levels of analysis” (House et al., 1995, p. 87). If the constituent components are similar across-levels of analysis, then the relevant bottom-up processes can be characterized as compositional and the applicable theoretical model of emergence is an *isomorphic model*. If, on the other hand, the constituent components are related but dissimilar, then the bottom-up processes can be characterized as compilational and the *discontinuity model* is applicable.

In the case of CCB’s emergence, the main constituent component, as described previously, is the organizational citizenship behavior of individuals within the unit. If the OCB of members of the unit are highly similar in type and are performed to a similar extent, then it may be useful to refer to *compositional bottom-up processes*. It is implied that through *composition* (i.e., the convergence of these similar behaviors) CCB emerges. This represents the *isomorphic model of emergence* (Kozlowski & Klein, 2000). If, on the other hand, the individual level OCB are dissimilar (in amount and type) CCB can still emerge. Here, however, emergence is different in that instead of *convergence* the behaviors *combine* to form an overall pattern. This



pattern can be characterized as organizational citizenship-type. It is implied, therefore, that through *compilation* (i.e., the combination of dissimilar but related behaviors) CCB emerges. This represents the *discontinuity model of emergence* (Kozlowski & Klein, 2000). In this latter situation, for example, person A performs OCB-1, person B performs OCB-2, and person C performs OCB-3 and 1, 2, and 3 are related but different forms of individual level OCB. The three related but different forms of individual level OCB shape a discernable pattern of behavior. CCB is the result of this pattern of behavior.

The emergence of CCB does not have to occur in the same manner each time CCB emerges. That is, CCB may emerge through compositional process under certain circumstances and compilational under others. The particular bottom-up processes and hence the functional relationship hypothesized to be involved in CCB's emergence may depend on a number of different factors. For example, the structure of the unit may constrain or broaden the range of actions and interactions of the individuals within the unit. Roles are an important aspect of unit structure and can be defined as a set of behaviors that each unit member is expected to perform by virtue of occupying a given position in that unit (Robbins & Langton, 2001, p. 211). When the roles of the unit members are similar within a particular unit context then it is likely that the range of potential behavior in general and OCB in particular for each individual will also be similar. It is in this unit context, by virtue of this similarity, that the bottom-up processes involved in the emergence of CCB are likely to be compositional. If on the other hand, the roles of unit members are highly diversified, then it is likely that the range of potential behaviors in general and OCB in particular for each individual will also be dissimilar. In this context therefore, it is unlikely that unit members will engage in similar organizational citizenship

behaviors and therefore, if CCB emerges it is likely to be through compilational bottom-up processes.

Unit structure therefore can influence the actions and interactions of the unit members thereby influencing the manner in which CCB emerges as well as whether CCB emerges at all. Other factors that may influence the bottom-up processes, the functional relationship, and hence the emergence of CCB include, for example, the specific industry, organization, or unit under study; the type of interpersonal interactions that occur within the unit; the formal and informal interactions, interdependencies, and social psychological processes occurring between individuals within the unit; the unit culture; and individual level cultural variables (Ehrhart & Naumann, 2004).

Compositional bottom-up processes are conceptualized as the theoretical basis for the emergence of CCB within the specific work context and sample used in Study I and II of this dissertation- that is, food service groups within Lebanese food service companies. The emergence of CCB through compositional bottom-up processes is suggested here for two reasons because: (1) in examining the roles of the members within each food service group one can note the similarity in the specific tasks and responsibilities where the immediate goal is to prepare or serve food products to customers and (2) the group members engage in and share the same work space (e.g., the physical space of the food service branch). In sharing this space and in performing similar roles the members interact with each other regularly. This similarity, interaction, and sharing has implications for the exact structure of CCB as a collective construct. It suggests, as previously discussed, that group members engage in similar OCB and that the range of potential behaviors within the group is restricted (i.e., group members engage in similar types and amounts of OCB).

It should be noted that it is important for researchers to take the time to specify the specific structural properties of CCB because significant variations in CCB's structure can have significant theoretical implications for the way in which CCB is influenced by and influences other unit level variables as well as variables at lower-levels of analysis. In the section that follows, the structural properties of CCB, as conceptualized for this dissertation study, will be expounded.

### *The Structural Properties of CCB*

Once CCB has emerged it assumes an a posteriori permanence that is partly independent of the interaction that gave rise to it (Morgeson & Hofmann, 1999, p. 253). This structure has identifiable structural properties that can be usefully characterized in terms of (1) unit level construct type (Kozlowski & Klein, 2000) and (2) assumptions of variability (Klein et al., 1994). Each will be discussed in turn.

The unit level construct type is inextricably linked to the emergence model specified. If OCB and CCB are isomorphic, as conceptualized for this dissertation study, then the structural properties can be characterized as *shared unit properties*. This means that the structural properties of CCB are hypothesized to originate in individual unit members' OCB-type ongoing and events and to converge among unit members as a consensual, collective aspect of the unit as a whole (Kozlowski & Klein, 2000). With shared unit properties, all unit members play some substantive role in composing OCB to CCB (Chan, 1998, p. 234).

Therefore, central to the structure of shared unit properties is the reference to *all* unit members. In the case of CCB, this suggests, in line with the isomorphic model of emergence, that all unit members engage in similar kinds and amounts OCB. Morgeson and Hofmann (1999) describe this as structural equivalence. The convergence of these OCB-type ongoing and events

provides the basis for CCB's structure and provides the basis to conceptualize CCB as shared. By shared it is implied that the OCB-type interaction pattern between individuals is stable, uniform and exhibiting low dispersion (Kozlowski & Klein, 2000, p. 60). Consequently this shared pattern of interaction represents the unit *as a whole*. According to this therefore, CCB can be conceptualized as a *shared pattern of OCB-type ongoings and events such that all unit members engage in and interact through similar types and similar amounts of OCB*. Based on alternate models of emergence the definition of CCB would be different.

On a practical level, to be considered shared researchers are making a particular assumption of variability. More specifically, it is assumed that the within group (i.e., between-person) variability is low such that there is consensus and consistency between unit members with regard to CCB within the unit. However, this assumption should not stand untested. To put it simply, there needs to be statistical evidence that supports the idea of sharing thereby justifying the aggregation of data to represent the unit level structural properties of CCB.

*Justification for aggregation and construct type.*

Justification for aggregation of individual level data as representations of higher level constructs must therefore be statistically tested in order to determine if adequate within-group agreement with regard to CCB exists. Units with a high level of within-group agreement are composed of individuals that can be considered homogenous (Klein et al., 1994) or highly similar (Dansereau & Yammarino, 2000). Similarly, tests of between-unit variability are also useful here to demonstrate that the level of sharing is unique across units (Patterson, Carron, & Loughhead, 2004). Different statistical tests, some of which have already been mentioned in the empirical review, can be used to assess the extent to which aggregation can be justified.

According to Bliese (2000), some may be interpreted as indices of agreement (e.g.,  $r_{WG}$ ) while

others indices of reliability (e.g., ICCs). Both types will be considered here. The first index considered is one of the most common (Bliese, 2000) indices of agreement; James, Demaree, and Wolf's (1984)  $r_{WG}$  index of agreement.

The  $r_{WG}$  index of agreement was developed to provide quantitative evidence of the degree to which individuals within a group hold similar perceptions regarding a target (Patterson et al., 2004). It estimates agreement (i.e., consensus) among multiple individuals' ratings of a single target. Therefore, it is used specifically when individuals rate a *single target* on a single variable (e.g., employees rate the level of unit OCB) and can be represented by the following formula:

$$r_{wg} = \frac{1 - S_x^2}{\sigma_E^2} \quad (1)$$

In this formula, the  $S_x^2$  is the observed variance on the variable X and  $\sigma_E^2$  is the expected variance on this variable when there is a complete lack of agreement among raters (LeBreton, Kaiser, & James, 2005, p. 128). This index assesses agreement via a proportional reduction in error variance (LeBreton et al., 2005) and therefore the basis of this index is a comparison of the observed group variance with the theoretical expected random variance (Bliese, 2000).

Similarly, if researchers are interested in assessing agreement among multiple individuals' ratings of a single target *on a set of items* (e.g., employees rate the level of unit OCB on a multi-item OCB scale) as is done in Study I and II of this dissertation, the recommendation is to use  $r_{WG(j)}$  and can be represented by the following formula:

$$r_{wg(j)} = \frac{J \left[ 1 - \left( \frac{\bar{s}x_j^2}{\sigma_E^2} \right) \right]}{J \left[ 1 - \left( \frac{\bar{s}x_j^2}{\sigma_E^2} \right) \right] + \left( \frac{\bar{s}x_j^2}{\sigma_E^2} \right)} \quad (2)$$

In this formula, the  $S^2_x$  is the mean observed variance for J essentially parallel item and  $\sigma^2_E$  is the expected variance on this variable when there is a complete lack of agreement among raters (LeBreton et al., 2005, p. 130). When using the  $r_{WG}$  or  $r_{WG(J)}$  indices, the justification for aggregation is reached when the index is calculated at .70 or higher for a unit (Klein et al., 2000).

A second means of determining whether individual level data can justifiably be used as representations of higher level constructs is the analysis of variance, or ANOVA. The relevance of ANOVA for aggregation decisions involves calculating the Intraclass Correlation Coefficients: ICC(1) and ICC(2). These coefficients can be defined as mathematical indices rating consistency and consensus (Klein et al., 2000). In particular, these coefficients are calculated from a one-way ANOVA. Within this model, the dependent variable is the aggregate of individual ratings of unit level OCB and the unit membership is the independent variable. James (1982) suggests that ICC(1) be interpreted as an index of interrater reliability (Bliese, 2000). That is, it is suggested that ICC(1) can be used to support aggregation to the unit level because it is an indication of the relative consistency of responses among raters (Bliese, 2000). The ICC(1) is calculated with the following formula:

$$ICC(1) = \frac{MSB - MSW}{MSB + [(K - 1) * MSW]} \quad (3)$$

In this formula, MSB is the between-group mean square, MSW is the within-group mean square, and K is the group size. To justify aggregation, researchers using ICC(1) look for a statistically significant F-test which indicates that the between-group variance of the OCB measure is significantly greater than the within-group variance of the OCB measure (Klein et al., 2000).

It should be noted that although the calculation of ICC(1) with the above equation is not influenced by the actual size of the groups (Castro, 2000), when the between-group sizes are uneven (e.g., Group A has an  $n= 6$ , Group B has an  $n= 12$ , Group C has an  $n= 15$ , etc.) an

adjustment needs to be made. This adjustment can be done, following the suggestion of Bliese and Halverson (1998), with the calculation of an adjusted K using the following formula:

$$K = \frac{1}{g-1} \left( \sum_{i=1}^g K_i - \frac{\sum_{i=1}^g K_i^2}{\sum_{i=1}^g K_i} \right) \quad (4)$$

where  $g$  represents the number of groups *and*  $K_i$  represents the number of cases in each group.

Therefore this value of K is used in the previously delineated ICC(1) equation.

The ICC(2), on the other hand, estimates the reliability of the group mean and not the relative consistency of responses among raters. This index is calculated with the following formula:

$$ICC(2) = \frac{MSB - MSW}{MSB} \quad (5)$$

In this final formula, again MSB is the between-group mean square and MSW is the within-group mean square. ICC(2) therefore is used to determine if units can be reliably differentiated on the mean level of OCB. This is particularly useful for unit level studies (Ehrhart, 2004). To justify aggregation using ICC(2) values equal to or above .70 are acceptable, values between .50 and .70 are marginal, and values lower than .50 are poor (Klein et al., 2000).

Sharing therefore is evaluated on the basis of consensus and consistency. Klein et al. (1994) suggest that demonstrating the agreement indicates that members of the unit are homogeneous (or sufficiently similar) with respect to the construct in question and therefore they may justifiably be characterized as a whole. This, in turn, suggests that member ratings of OCB on the OCB measure will be highly similar. Such considerations reference the homogeneous assumption of variability: that there is uniform distribution with respect to the between-

individual variation. This implies that the product of individual-differences on OCB is low when CCB emerges through the isomorphic model of emergence. Alternate assumptions of variability are possible. Klein et al. (1994) discuss the utility of considering these alternatives when conducting multi-level research. For now however, the approach used here uses the homogeneous assumption of variance and CCB as a shared unit level construct as the basis for the empirical work proposed in Study I and II. This is done because, as delineated above, food service group members are assumed to engage in similar tasks, have similar responsibilities, share similar goals, and engage in and share the same work space. This similarity, interaction, and sharing therefore suggests CCB as a shared unit level construct.

### *The Dissertation Studies*

The empirical work in this dissertation is made up of three studies all conducted within the cultural context of Lebanon. The first of these three studies, as described in Chapter Two, is a qualitative pilot study conducted across occupations and generally exploratory in nature. The two remaining studies are described in Chapter Three. These are both quantitative studies conducted within the Lebanese food service sector and are both designed to test portions of a specific hypothesized cross-level model.



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## Pilot Study: A Qualitative Study of OCB within a Lebanese Cultural Context

## CHAPTER TWO

## Introduction

No organizational phenomenon occurs outside of societal culture because organizations, and the individuals within them, are embedded in a specific cultural context. In general, the study of organizational phenomena has been conducted within an implicit cultural framework that is grounded in Westernized theories and models (Paine & Organ, 2000). This grounding has led to organizational knowledge and principles that may be less useful or relevant in cultural contexts outside of the West. An important step towards a better understanding of cultural factors in organizational research is to conduct an in-depth examination of organizational phenomena within differing but specific cultural contexts.

Research beginning to include such in-depth work is focused on the concept of Organizational Citizenship Behavior (OCB). OCB can be defined broadly (at the individual level of theory) as: *an employee's behavior that contributes to the broader organizational, social, and psychological environment in the work context. These behaviors tend not to be perceived as in-role nor as part of an employee's job and tend not to lead to formal organizational rewards* (Borman & Motowidlo, 1993; Organ, 1997). Examples of research that involve an in-depth non-Western cultural examination of OCB include: Farh, Earley, and Lin (1997); Farh, Zhong, and Organ (2004); Lievens and Anseel (2004), as well as Paine and Organ (2000).

*Meaning and Applicability of OCB*

In-depth research that has examined OCB outside of the West suggests, in general, that OCB is a construct that can be meaningfully applied across various cultures. Paine and Organ (2000), for example, conducted a small survey of 38 individuals from 26 different countries. As

part of their study, they developed qualitative questions to probe the cultural meaning of OCB and found that organizational citizenship behaviors occur in one form or another in all parts of the world (Paine & Organ, 2000, p. 12). Their findings also suggest that although OCB exists in alternate cultural contexts, there are potential differences in the meaning of some of these behaviors. An example of a potential difference in meaning between cultures can occur such that, for example, an employee engaging in a particular form of OCB could be perceived as positive in one culture but negative in a different culture. A second potential difference in meaning can occur with regard to the actual kinds of employee behaviors that are perceived to represent OCB. In a particular cultural context where, for example, persisting at work despite a delay in salary may be perceived as constituting a form of OCB directed at the organization, in an alternate cultural context this behavior may be perceived as a form of ingratiation and not related to OCB at all. These types of between-culture differences in the meaning of OCB have been described as cultural nuances (Paine & Organ, 2000, p. 12) and will be explored further in the sections that follow.

#### *Potential Cultural Nuance I: Negative Connotation and OCB*

Bolino, Turnley, and Niehoff (2004) highlight a basic assumption upon which much of the current OCB research is based; namely that OCB is a positive and fruitful form of employee behavior. These authors then attempted to counter this basic assumption by highlighting the potential negative aspects of OCB such as: being driven by self-serving motives and/or leading to negative employee or organizational consequences (p. 229). Although these authors base their suggestion explicitly on a thorough review and in-depth conceptual discussion of Western based OCB research, it is suggested here that their work can be usefully extended to research outside of the West by asking: are there forms of OCB that in fact carry a negative connotation when

applied in non-Western cultural contexts? Identification of a negative cultural connotation is a particular cultural nuance that has not previously been empirically explored by OCB researchers conducting research outside of the West.

*Potential Cultural Nuance II: Dimensionality of OCB*

Similar to the interest in identifying a cultural nuance that reflects a potential negative connotation of OCB, it is also of interest to explore whether unique kinds of OCB exist in alternate cultural contexts. There may be specific examples of OCB that are unique to a particular cultural context and that have *not* been identified in Western samples. Conversely, there may be specific examples of OCB that have been developed and primarily researched in the Westernized nations, which may not apply to other specific cultural contexts. To date, although OCB researchers have identified a number of different sets of OCB dimensions (see Podsakoff et al., 2000 for a review), the dimension sets used in research commonly refer to Organ's (1988) original five dimensions (i.e., Altruism; Conscientiousness; Sportsmanship; Courtesy; and Civic virtue) or Williams and Anderson's (1991) broad two-dimensional scheme (i.e., OCB-I and OCB-O).

Although these two sets of OCB dimensions have broadly been accepted in OCB research, the applicability of these sets of dimensions in non-Western contexts is debatable (i.e., a potential cultural nuance). The important question here is: how do the different OCB dimensions hold up in cultures other than the one in which they were developed (i.e., Western samples)? To begin to answer this question, researchers must take empirical steps to identify culturally relevant examples of OCB in the specific cultural context under investigation.

Farh et al. (1997) is an example of research that took such steps by examining examples of OCB in China. In fact, participants in this study were asked to generate examples of OCB

based on their personal work experiences. Based on the items generated, Farh et al. (1997) found that there were unique behaviors that have not previously been found in Western research and further that there is a difference between the actual dimensions of OCB relevant in China versus those in the West. In particular these authors found that although Organ's (1988) OCB dimensions of altruism, conscientiousness, and civic virtue were relevant in China, courtesy and sportsmanship did not emerge as relevant dimensions. Furthermore, these researchers identified two new emic (culture specific) dimensions of OCB which they labeled *Interpersonal Harmony* and *Protecting Company Resources*. These findings suggest that unique examples and dimensionality of OCB may possibly exist in other cultural contexts as well.

#### *The Current Empirical Work: OCB in Lebanon*

The cultural context for the current pilot study is Lebanon and the assumption is that the cultural context of Lebanon may suggest cultural nuances that influence the meaning, applicability and dimensionality of OCB. This study is not designed to develop an indigenous Lebanese/Arab OCB scale nor is it designed to test any explicit hypotheses. Instead the aim is to begin to explore the potential emic (i.e., culturally specific) nature of OCB within Lebanon through the collection of qualitative data. In doing this, it is an important step towards initiating more culturally relevant research on OCB outside of Westernized nations, as well as exploring whether OCB has an etic (universal) meaning across cultures (Farh et al., 1997).

#### *Lebanon*

Geographically, Lebanon is a small country (10,452 sq km) which borders Syria, Israel/Palestine, and the Mediterranean Sea. This country has a population of approximately 4.01 million (UN, 2005) with 43.4% of the population falling between the ages of 25-60 years (UN, 2005). Throughout its history Lebanon has undergone significant political turmoil. For example,

a civil war took place in Lebanon from 1975 until the early 1990s destroying much of its infrastructure and resulting in large scale emigration of its population to other countries. More recently and during the course of this pilot study, Lebanon experienced more political instability with: (1) the 33-day war between Hezbollah and Israel which ended on August 14, 2006; (2) the rise of an Islamic Terrorist group (Fatah Al-Islam) that engaged in armed conflict with the Lebanese army; as well as (3) the surge of domestic political violence during which there were a number of bomb explosions which caused the death of a number of Lebanese civilians, soldiers, as well as, prominent politicians and journalists.

*Lebanon as cultural context.*

Culture, as it is used in this pilot study, is defined in line with Hofstede's (1984) work and later extensions (e.g., Hofstede, 2001; Leung & Bond, 1989; Triandis, 1995; Triandis & Gelfand, 1998) as: "the collective programming of the mind which distinguishes the members of one human group from another" (Hofstede, 1984, p.51). This definition of culture focuses on shared systems of values "that differentiate groups of people with a common language, a communal arena for interaction, and shared experiences" (Choa, 2000, p. 311). Hofstede's work (2001) on cultural differences and their impact on management helps to identify Lebanese characteristics that are relevant for organizational citizenship research. Of particular interest for this study are the values of collectivism and individualism. These values capture "the pattern of relationship between the individual and the group" (Erez, 1994, p. 571). Lebanon has been characterized as a low individualist culture. That is, Lebanon, falling within the Arab cluster, scored 38 compared to a world average of 64 on the Individualism scale (Hofstede, 2001). This suggests that Lebanon has a high collectivist orientation and therefore suggests further that the Lebanese culture can be

characterized as having a general preference for the collective and for group harmony, consensus and cooperation (Ayman, 2000).

Keeping in mind that Lebanon is a collectivist nation that appears to differ importantly from the cultural contexts found in many Western individualist nations, there are implications for OCB research. A specific implication is that in a collectivist culture OCB may be found to be a more salient form of good performance compared to task-related behaviors which are more salient in individualistic ones (Ayman, 2000). More generally, and by extension, it may also be implied that: (1) OCB may not be applicable in Lebanon as it has been applied in the West; (2) that OCB may have unique dimensionality in Lebanon; and (3) demonstrating OCB may have a cultural specific meaning in Lebanon.

#### Research Questions for Pilot Study

In light of the above discussion, the following general research questions were the focus of this pilot study: (1) Does the concept of Organizational Citizenship Behavior, as it has been conceptualized by Western Scholars, have meaning and applicability in Lebanon? (2) What are specific examples of OCB in Lebanon? (3) What is the dimensionality of OCB in Lebanon?

Based on these research questions, this study probed more specifically into the cultural meaning and applicability of OCB in Lebanon by examining the following specific questions: (1) would the term OCB have the same meaning in Lebanon?; (2) Would OCB be perceived as positive or negative by management and/or (3) by employees?; (4) Would OCB normally be expected of every employee?; (5) Is there an alternative term in Arabic (or in colloquial Lebanese) that closely relates to the concept of OCB?; (6) Does demonstrating OCB lead to the receipt of formal rewards and/or (7) informal rewards? In addition, two specific items were included that directly addressed employee engagement in OCB under the duress of war. The

participants were asked to: (8) list OCB examples unique in times of war and (9) describe any change in the level of employee OCB during this time.

### Method

#### *Participants*

Thirty-one male and twenty-two female Lebanese employees served as the participants for this study ( $N=53$ ). These employees were employed in various organizations drawn from various employment sectors in Lebanon. All the participants met the preset selection criteria and therefore all participants were above the age of 18 years and fluent in English. In addition, all participants lived in Lebanon for more than 10 years, worked in Lebanon for more than 5 years, and worked for their current employer for more than one year in a full-time position.

#### *Procedure*

A snowballing method was used to sample participants following the recommendations of Streeton, Cooke, and Campbell (2004). After initial contact was made with a potential participant and interest was expressed, the researcher either met with the participant, to discuss the study and deliver the questionnaire package with a stamped return envelope *or* the researcher sent an electronic version of the questionnaire to the participant. The specific option followed was decided on by each participant individually. Full disclosure of the focus of the pilot study, the content, and purpose of the questionnaire, as well as the time commitment was explained in the questionnaire package and/or during the meeting. The consent form (see Appendix A) and questionnaire (see Appendix B) used in this study were available in English only. All participants were guaranteed confidentiality and were assured that the data collected would be used strictly for research purposes. A debriefing letter was also included in the participant package (see Appendix C). The questionnaire took approximately 20-30 minutes to complete.



### *Measures*

The questionnaire was composed of an introductory page/consent form and four additional parts (see Appendix A). The first part was designed to obtain specific examples of OCB in Lebanese work contexts. Participants were asked to list specific examples of OCB relevant to their work context. The second part of the pilot study questionnaire consisted of the first seven specific questions listed above. These questions were adapted from Paine and Organ (2000). The third part of the questionnaire consisted of two additional items designed to tap into OCB during turbulent sociopolitical times in Lebanon. The fourth and final part of the pilot questionnaire consisted of requests for demographic information including: gender, age, native language, second or third language, level of education, countries where the participants have studied, countries where the participants have lived in the past, duration of living abroad, current location and duration of residence in that location, current location and duration of work in that location, job title, employment status, and tenure.

### *Analysis*

#### *Descriptive Statistics for Demographic Variables*

Selected demographic information for the pilot study sample ( $N=53$ ) is presented in Table 2. In summary, 62.3% of participants were between the age of 18-30 years. Arabic was the first language of 81.1% of the sample. Most of the participants attended university with 62.3% having attended graduate school and 32.1% having completed all or a part of an undergraduate degree. Most of the participants were educated to some degree in Lebanon with 75.5% having attended high school and 77.4% having attended university there. More than half of the participants (52.8%) had lived outside of Lebanon at some point in their lives. The sample for this study was drawn from all five Lebanese provinces with 84.9% living in, and 86.8% working

in, urban areas. The percent of participants working in the various sectors are listed in Table 2 with highest percentage of participants working in education (32.1%) and in banking/finance/accounting (13.2%).

### *Qualitative Analysis I: Examples of OCB in Lebanon*

The participants generated a total of 162 statements referring to OCB in Lebanon. These 162 statements were transcribed onto three separate sets of cards. One set was given to each of three analyzers. These analyzers included the author as well as two senior Masters level students in Psychology from the American University of Beirut. First, each analyzer sorted her set of cards into content related categories. Second, each analyzer then examined these categories and combined them to form fewer general categories. Third, the analyzers discussed their respective categories and to reach a consensus about the relevant number and type of content related categories (i.e., OCB dimensions in Lebanon).

It should be noted that although a total of 162 statements were generated by the pilot study participants, many of these were duplication, or equivalent, in content and meaning. Once the duplicated content was removed, the complete list included 58 OCB examples. The analyzers originally identified between 11 and 16 categories into which all of these 58 examples could easily fit. After thorough comparison of the statements in each of their respective categories and an in-depth discussion of similarities and differences between them, the analyzers agreed upon seven final inclusive dimensions: (1) Helping E→E (employee toward other employees); (2) Helping E→O (employee towards the larger organization); (3) Sportsmanship; (4) Internalized Professionalism; (5) Extra Time Working; (6) Promoting In-Group Social Harmony; and (7) Teamwork. Table 3 lists these dimensions along with some of the different OCB examples that fall within each dimension. This table also provides information about the total number of

Table 2

*Pilot Study Demographic Descriptive Statistics*

Variables	Sub-categories	Frequency	Percent
Age	18-30 years	33	62.3
	31-43 years	16	30.1
	44-56 years	1	1.9
	56+ years	3	5.7
	Total	53	100.0
Gender	Male	31	58.5
	Female	22	41.5
	Total	53	100.0
Education	Part of High School	1	1.9
	Part of University	2	3.8
	University	15	28.3
	Graduate School	33	62.3
	Missing	2	3.8
	Total	53	100.0
Work Area	Urban	46	86.8
	Village	7	13.2
	Total	53	100.0
Job Tenure	1-5 years	40	75.5
	6-10 years	11	20.8
	11-15 years	2	3.8
	Total	53	100.0
Work Sector	Food	1	1.9
	Education	17	32.1
	Manufacturing	2	3.8
	Sales	4	7.5
	Services	2	3.8
	Journalism	1	1.9
	Banking/Finance/Accounting	7	13.2
	Engineering/Architecture	6	11.3
	Health	3	5.7
	Construction	3	5.7
	Information Technology	2	3.8
	Military	3	5.7
	NGO	2	3.8
	Total	53	100.0

original statements generated by the participants per dimension which are displayed at the top right of each dimension.

### *Identified Dimensions of Lebanese OCB*

The first dimension identified was Helping E→E and can be defined as: *employee helping behaviors directed at other employees work related tasks and problems*. Such behaviors capture a tendency for interpersonal helping and voluntary acts of kindness. Participants generated a total of 46 statements representing this dimension of OCB making up 28.4% of the total OCB statements provided. This dimension is very similar to other OCB dimensions previously identified in Western research; namely, OCB-I (Williams & Anderson, 1991); Altruism (Organ, 1988); Interpersonal Helping (Graham, 1991); Interpersonal Facilitation (Van Scotter & Motowidlo, 1996); and Altruism Toward Colleagues (Farh et al., 1997). This category of citizenship behaviors may represent an etic dimension of OCB in that it has been identified as a category of OCB across a number of different cultural contexts (e.g., Farh et al., 1997; Organ & Paine, 2000; Lievens & Anseel, 2004).

The second dimension identified was Helping E→O. This dimension can be defined as: *employee helping behaviors that are directed at, and that benefit, the greater organization*. Such behaviors not only entail engaging in organizationally relevant helping behaviors beyond those minimally expected, but they also entail feeling a sense of responsibility for the organization as a whole that may motivate employees to engage in helpful behaviors in order to fill perceived gaps and deficiencies in organizational functioning. The analyzers felt that these types of behaviors broadly represent a sort of employee agency that fundamentally aids, benefits, or promotes the internal functioning of the organization. Participants generated a total of 16 statements representing this dimension of OCB making up 9.9% of the total OCB statements

Table 3  
*Lebanese Organizational Citizenship Behaviors*

Category	Examples	Total
Helping E→E		46
	1. assisting colleagues who have heavy work loads	
	2. filling in for a colleague when he/she is late, leaves early, or is sick	
	3. giving guidance or help to an more junior colleague	
Helping E→O		16
	4. serving on departmental and organizational committees	
	5. warning the company of things that endanger its interests	
	6. using personal resources to do work	
Sportsmanship		7
	7. persisting at work even with a delay in salary	
	8. not complaining when paychecks are late	
	9. being understanding and tolerant when unplanned changes occur	
Internalized Professionalism		4
	10. not spending too much time on personal phone conversations	
	11. advocating an organizational code of conduct	
	12. advocating the organization's core values	
Extra Time Working		50
	13. not taking a lunch break or cutting it short to finish work	
	14. working at home, at night, and on weekends	
	15. coming to work during vacations	
In-Group Social Harmony		25
	16. always having a smiley face	
	17. listening to colleagues' personal and family problems	
	18. fulfilling social formalities	
Teamwork		14
	19. feeling and acting like one big family	
	20. sharing and being committed to the same goal	
	21. acting as one team and adopting an <i>all lose</i> or <i>all win</i> attitude	

provided. Although previous research has not identified an identical dimension per se, this dimension seems to combine the previously identified dimensions of Civic Virtue (Organ, 1988), and OCB-O (Williams & Anderson, 1991). The justification of both previously identified dimensions into one broad dimension (i.e., Helping E→O) is necessarily based on the characterization of employee agency or actions as organizationally directed. Taken together, these types of behaviors may represent a second etic dimension.

The third dimension identified was Sportsmanship and, in line with previous Western definitions (Organ, 1988), can be defined as: *employee behavior that can be characterized as positively persisting in work related tasks even in the face of setbacks or difficulties, as well as being willingly tolerant of less than ideal circumstances without complaining*. Participants generated a total of seven statements representing this dimension of OCB making up 4.3% of the total OCB statements (i.e., the smallest category) provided. Although Sportsmanship has been shown to be distinct from other forms of OCB in many Western Samples (e.g., Mackenzie, Podsakoff, & Paine, 1999), it has not always been identified in OCB research. In Farh et al.'s (1997) study of OCB in China, for example, Sportsmanship did not emerge as a relevant dimension of OCB and therefore, it is difficult, at best, to claim that Sportsmanship is an etic dimension.

Internalized Professionalism was the fourth dimension identified in this pilot study and can be defined as: *employee behavior that represents an ideal compliance to organizational rules of conduct, regulations, and procedures*. An employee who often engages in these behaviors can serve as a model of “what a good employee ought to do” (Smith, Organ, & Near, 1983, p. 657). Participants generated a total of four statements representing this dimension of OCB making up 2.5% of the total OCB presented. Previous Western research has identified a

similar dimension of OCB called Organizational Compliance (Smith et al., 1983). It should be noted that similarities between Organizational Compliance (called Internalized Professionalism in this study) versus OCB-O have been discussed in the Western literature where, on occasion, OCB-O has been labeled Organizational Compliance (Williams & Anderson, 1991; Podsakoff et al., 2000). However, based on the items that the analyzers categorized under the Internalized Professionalism dimension in this study as well as the examples provided in previous Western literature, it is argued here that although there is a general similarity between the Organizational Compliance (Internalized Professionalism in the current study) and OCB-O, what is more important is the specific manifestation of the types of behavior in the work setting and whether clear conceptual differences can be identified between them.

It is clear, on the one hand, that where Organizational Compliance (Internalized Professionalism) captures “what a good employee ought to do” and represents behaviors in line with, or advocating, formal organizational rules and regulations, the OCB-O dimension, on the other hand has less to do with formal rules and regulations. OCB-O is more akin to general forms of behavior directed at helping or benefiting the organization that do not necessarily have to do with formal rules and regulations. Therefore, a crucial differentiation is made here where Internalized Professionalism is more directly akin to Organizational Compliance and *not* OCB-O. This fourth dimension of citizenship behaviors (i.e., Internalized Professionalism) may represent a third etic dimension of OCB.

The fifth dimension identified was Extra Time Working and can be defined as: *employee behavior characterized by spending time on task-related behaviors at a level so far beyond minimally required or generally expected levels*. Participants generated a total of 50 statements representing this dimension of OCB making up 30.9% of the total OCB statements provided. It

should be highlighted that this was the largest category of OCB examples. There were numerous examples of this kind of OCB. In fact, when conducting the content analysis this Extra Time Working Category had been constructed with three separate subcategories: (1) *increasing time working during a work day*, (2) *giving up vacation or vacation time*, (3) *regularly working outside of work, on days-off, or on weekends*.

Previous research on OCB has certainly noted working extra-hours as a common form of OCB; but in this previous research this kind of OCB has been represented as a specific example categorized under a larger dimension. For example, Podsakoff et al. (2000) as well as Moorman and Blakely (1995) categorize these types of behaviors under the dimension of Individual Initiative thereby suggesting that this category may conceptually fall more appropriately within the already proposed Lebanese dimension of Helping E→O. However, due to the fact that the pilot study participants generated a multitude of examples that capture specific and different instances of this general form of OCB, the analyzers felt that it clearly demonstrated a particularly salient form of OCB and therefore would be better conceptualized as a separate and distinct dimension of OCB. Therefore, Extra Time Working is conceptualized here as a separate category of employee behaviors that encompasses a variety of voluntary giving of employee time to various degrees and in various instances. In light of the fact that this kind of OCB has been previously identified as an example of OCB in various cultural contexts (e.g., Farh et al., 1997; Organ & Paine, 2000; Lievens & Anseel, 2004), Extra Time Working seems to be, at the very least an etic example of specific organizational citizenship behavior and at best as an etic dimension.

In-Group Social Harmony was the sixth dimension identified from the content analysis. This dimension was the third largest can be defined as: *employee behavior that helps to promote,*



*establish, and maintain a positive atmosphere as well as provide a sense of social support and community within the workgroup.* Such employee behavior can be described, in general, as pleasant and kind interpersonal actions and interactions that together promote a family- or community-like atmosphere. Participants generated a total of 25 statements representing this dimension of OCB making up 15.4% of the total OCB statements provided. This dimension, it may be argued, is similar to the previously identified dimension of Interpersonal Harmony (Farh et al., 2004). The identified emic Chinese dimension Interpersonal Harmony may appear similar in name; however, there are critical differences between the two. For example, where Interpersonal Harmony encompasses “discretionary behavior by an employee to avoid pursuing personal power and gain with detrimental effects on others and the organization” (Farh et al., 1997, p. 429), In-Group Social Harmony is less about power and more about acting in a way that promotes a within-group participative and harmonious atmosphere. In-Group Social Harmony appears to be an emic dimension of OCB.

The seventh and final OCB dimension identified in the content analysis was Teamwork. This dimension seems to exist at the group level of theory and can be defined as: *collective action that demonstrates a shared sense of interdependence and commitment to the workgroup.* Such behavior describes collective action and not the actions of an individual employee him/herself. That is, in generating the specific examples of OCB on the pilot questionnaire, many of the participants used words or phrases that had a Group level referent like “we” or “our department” or “our team”. Some examples of Teamwork include: “our group shares and is committed to the same goal”; “acting as one team and adopting an *all lose* or *all win* attitude”; “our department provides support to other departments”; and “believing that everyone’s success

is your own success". Participants generated a total of 14 statements representing this dimension of OCB making up 8.6% of the total OCB statements provided.

There is however a question about the validity of naming Teamwork as a dimension of OCB. It may in fact not be a dimension of OCB at all, but instead may more appropriately be evidence of the emergence of group level OCB (i.e., the overall group performance of OCB-type behaviors). To the extent that group level OCB has been identified and researched in different cultures (e.g., Australia- Dunlop & Lee, 2004; USA- Ehrhart, Bliese, & Thomas, 2006; Koys, 2001; Podsakoff, Ahearne, & Mackenzie, 1997; Israel- Somech & Drach-Zahavy, 2004; China- Chen, Lam, Naumann, & Schaubroeck, 2005), Teamwork may in fact represent an etic construct – perhaps an etic dimension of CCB.

#### *Qualitative Analysis II: Perceptions of OCB in Lebanon*

The *emergent coding approach* to content analysis (Stemler, 2001) guided the analysis of the responses to the remaining open ended questions on the pilot questionnaire. Using this approach each question was analyzed separately and a corresponding consolidated list of themes was generated for each question. Two analyzers then independently used each consolidated list to reread each question and code the original answers according to the agreed upon themes. Once all of the questions were re-read and coded, the inter-rater reliability of the coding was checked for each question with the calculation of Cohen's kappa (i.e., a check of whether the coding schemes lead to the same participant responses being coded in the same dimension by each of the analyzers). Stemler (2001), drawing from the work of Kvalseth (1989) as well as Landis and Koch (1977), suggests that a kappa coefficient greater than 0.61 represents a reasonably good indication of inter-rater reliability. All kappa coefficients in this study were above 0.61.

*Question One: Meaning of OCB in Lebanon*

Participants were asked whether the term OCB would have the same meaning in Lebanon as it has been defined and researched in the West. Of the 51 participants who answered this question, 57% believed that the term would have the same meaning, 37.2% believed that the concept of OCB would not make sense or be applicable in Lebanon, and 5.8% were unsure. Beyond a simple yes or no answer, participants were asked to explain why they answered in their chosen way. In explaining why, the participants generated a total of 48 statements that can be divided into two broad categories: (1) an explanation of “yes”- why the concept of OCB would have the same meaning in Lebanon (three categories of explanations) and (2) an explanation of “no”- why it would not have the same meaning in Lebanon (five categories of explanations). For this question, the kappa coefficient was 0.70.

*Yes: why OCB has same meaning.*

The first category usually encompassed the listing of specific OCB examples in their Lebanese work context ( $f = 12$ ). The analyzers felt that by providing specific examples that in fact mirror Western examples of OCB, participants were being concrete in demonstrating that OCB has the same meaning as the Western concept. The second category indicated that OCB was relevant but only has the same meaning in international or professional organizations within Lebanon ( $f = 5$ ). The final category simply indicated that OCB was a known concept although it may not be as widely applied ( $f = 3$ ).

*No: why OCB does not have the same meaning.*

The explanations given by the participants for why OCB *would not* have the same meaning were: (1) Employees only work for their own benefit and do nothing for free ( $f = 8$ ); (2) OCB was in fact *expected* of every employee and employees are *forced* to do them ( $f = 7$ );

(3) OCB was not known, defined, or relevant ( $f = 6$ ); (4) OCB was not about organizational behavior rather it is more about Lebanese culture ( $f = 5$ ); and finally, (5) OCB was not about organizational behavior rather it was about friendship ( $f = 2$ ).

*Question Two and Three: Management and Employee Perceptions*

Participants were asked whether organizational citizenship behaviors would be perceived as positive or negative by: (1) management (36 statements) and (2) employees (50 statements). Here, 83% ( $n = 53$ ) believed that management would perceive these behaviors as positive, while only 47.1% ( $n = 51$ ) believed the same for employees (note: 6% were unsure). In terms of negative perceptions, more participants believed that OCB would be perceived negatively by employees than by management (employees- 23.5%,  $n = 51$  versus management- 9.4%,  $n = 53$ ). Additionally, 29.4% ( $n = 51$ ) believed that employee perception of OCB is not so clear cut and instead depends largely on the specifics of the situation. Similar statements were not made about management. Therefore, where participant responses concerning employee perceptions of OCB seem to be more variable and perhaps largely dependent on the specific work context or situation, responses concerning management perceptions appear to be more consistently positive. Cohen's kappa ( $\kappa$ ) was 0.83 for the coding of statements regarding manager perceptions and 0.67 for the coding of statements regarding employee perceptions.

*Participant positive explanations for OCB perceptions.*

Explanations of positive management perceptions varied widely. Of the six types of explanations, the first two focused on the perceived benefits that OCB has for (1) coworkers as well as for (2) the organization in general ( $f_{\text{coworker}} = 5$ ;  $f_{\text{organization}} = 16$ ). Participants also believed that management would perceive these behaviors as positive because: (3) these behaviors were in line with particular styles of management and/or manager agendas ( $f = 4$ ); (4)

such behaviors were perceived as relating to a commitment, a sense of belonging, and/or a sense of loyalty to the organization ( $f = 3$ ); (5) these types of behaviors promoted progress and the application of contemporary principles of management studies ( $f = 2$ ); and finally, (6) these types of behaviors were in line with or were a manifestation of Lebanese cultural values, norms, and/or expectations ( $f = 1$ ).

OCB was perceived as positive by employees because such behaviors were perceived to: (1) promote and maintain a sense of in-group social harmony ( $f = 11$ ); (2) lead to an increase in personal and unit success ( $f = 5$ ); (3) be linked to the receipt of formal and informal rewards ( $f = 3$ ); and (4) provide a mechanism for employees to receive informal technical and professional support and guidance ( $f = 2$ ).

*Participant negative explanations OCB perceptions.*

The three particular types of explanations with regard to why management would perceive OCB negatively included: (1) OCB detracted from a sense of employee competition and competition was of utmost importance for successful performance ( $f = 2$ ); (2) engagement in OCB was always at the expense of an employee's primary in-role tasks ( $f = 2$ ); and (3) OCB caused managers to feel threatened due to the perception that their subordinates were trying to outperform them ( $f = 1$ ).

The four particular types of explanations with regard to why employees would perceive OCB negatively included that such behaviors: (1) were perceived to be motivated by opportunism and to serve as a mechanism to exert and gain power in the work unit which in turn may make colleagues feel threatened ( $f = 15$ ); (2) required an employee to contribute more time, effort, and hard work without any form of compensation ( $f = 8$ ); (3) suggested a false sense of personal commitment or care for the greater organization where such commitment/care did not

exist ( $f = 3$ ); and (4) were clearly beyond an employee's job description and should not be performed ( $f = 3$ ).

*Question Four: Expectation of OCB Engagement*

In this part of the pilot study, participants were explicitly asked: "Would these kinds of behaviors (OCB) normally be expected of every employee? Why?" Of the 52 participants who answered this question, more than half (59.6%) believed that OCB would *not* normally be expected of every employee; while 32.7% believed that OCB would be normally expected and 7.7% indicated that it depended on the specific form of OCB. Cohen's kappa was 0.84 for this question. For the first, participants indicated that OCB *was not* expected because: (1) the performance of these types of behaviors was perceived to be a result of an individual's personality ( $f = 9$ ); (2) in some work units the in-group harmony was weak ( $f = 4$ ); (3) these behaviors were not perceived as part of one's job ( $f = 3$ ); (4) employees generally did less than expected, were lazy, and did not exert extra effort ( $f = 2$ ); and (5) there just wasn't enough time to expect work beyond an employee's basic employee role and responsibilities ( $f = 2$ ). For the second, participants indicated that OCB *was* normally expected because: (1) it was in fact a normal and regular type of organizational behavior in Lebanon ( $f = 8$ ); (2) it provided important information for performance evaluations ( $f = 2$ ); (3) it was a manifestation of an unwritten cultural rule ( $f = 2$ ); and (4) it contributed to a successful and competent teamwork environment ( $f = 1$ ).

*Question Five: Arabic Terms for OCB*

The pilot study questionnaire included a question that asked: "Is there an alternative term in Arabic (or in colloquial Lebanese) that closely relates to the concept of OCB?" Of the 49 participants who responded, 67.3% said yes and listed one or more Arabic terms; 10.2% said that

there was no comparable term; and 18.6% were unsure. In total 27 different Arabic words were listed and through content analysis these words were reduced to seven inclusive themes. These themes refer specifically to: (1) an individual's positive personal character; (2) an individual as a strong worker; (3) an individual's ethical and general code of conduct; (4) an individual's sense of belonging or loyalty to the group; (5) team-oriented behavior; (6) an individual as seeking personal gain; and (7) an individual who is weak in character or of whom advantage is often taken.

Table 4 summarizes the data from this question. The first column lists the seven themes. The second column lists the phonetic representation of the most frequently listed Arabic words for OCB (13 words). Most of the words in the table can be thought of as adjectives or as nouns. For example, the first term listed (and most frequently provided by participants) was "Adameh" which translates to mean "good and decent." In Arabic, a person can be described as "Adameh" (i.e., adjective) or a person can be called an "Adameh" (i.e., noun). The third column in Table 4 provides the participant provided translations corresponding to each of the 13 Arabic words.

#### *Question Six and Seven: Formal and Informal Rewards*

Participants were also asked about whether demonstrating OCB would be cause for an employee to receive (a) formal rewards and (b) informal rewards. Of the 40 participants who answered regarding formal rewards, more than half (57.5%) believed that they would *not* be received for engaging in OCB. Of the 53 participants who answered regarding informal rewards, the majority (79.2%) believed that engagement in OCB *would lead* to informal rewards. In total,

Table 4

*Participant Suggested Arabic Words for OCB*

Theme	Phonetic Representation of the Arabic Words using English Letters	Description
Positive personal character	1. Adameh 2. Khadoun	- good and decent - favor giver
Strong worker	3. Mouhamas 4. Shagheel 5. Wahesh shoughol	- enthusiastically keen - hard worker - work monster
Ethical and general code of conduct	6. Daleel souluk al mouwazafine 7. Akhla'iyat al aamal	- model of employee conduct - work ethics
Sense of belonging or loyalty	8. Al-intimaa 9. Wafi li aamalihi	- sense of belonging - work loyalty
Team-oriented behavior	10. Farik aamal moutakamel	- complete work team
Seeking personal gain	11. Maslahjeh 12. Jassous	- opportunist - a spy
Weak in character	13. Ghasheem	- naïve, gullible



all explanations for both types of rewards can each be divided into two broad categories: (1) Yes, engaging in OCB would be a reason for an employee to receive formal and/or informal rewards and (2) No, engaging in OCB would not be a reason for an employee to receive formal and/or informal rewards. Cohen's kappa was 0.74 for the first and 0.82 for the second.

*Yes: OCB is formally and/or informally rewarded.*

In terms of formal rewards, participants indicated that OCB was formally rewarded because engagement in such behaviors: (1) demonstrated that employees were hard working and hard work must be acknowledged and/or validated in the work context ( $f = 8$ ); (2) encouraged and reinforced others to also engage in such positive behaviors ( $f = 8$ ); (3) contributed to the success and productivity of the organization ( $f = 6$ ); and (4) enhances employee positive experiences at work ( $f = 2$ ). In terms of informal rewards, participants indicated that OCB was informally rewarded because engagement in such behaviors: (1) demonstrated that employees were hard working and hard work must be informally acknowledged, praised, and/or validated in the work context ( $f = 12$ ); (2) promoted and maintained In-Group Social Harmony ( $f = 4$ ); (3) encouraged and reinforced others to also engage in such positive behaviors ( $f = 2$ ); and (4) demonstrated that an employee liked his/her job and had job satisfaction ( $f = 2$ ).

*No: OCB is not formally or informally rewarded.*

In terms no formal rewards, participants indicated that OCB was not formally rewarded because: (1) rewards of any kind for any type of organizational behavior are uncommon in Lebanon ( $f = 3$ ); (2) OCB was simply part of an employee's job ( $f = 2$ ); (3) OCB was at heart a discretionary behavior and should be for free ( $f = 3$ ); and (4) such behaviors were generally criticized and ridiculed ( $f = 1$ ). In terms of informal rewards, participants indicated that OCB was not informally rewarded because: (1) there was a negative competitive environment in

organizations in which OCB would lead to more jealousy, threat, and competition ( $f = 7$ ); (2) individuals who engaged in OCB were perceived negatively (e.g., as idiots or being weak in character) ( $f = 6$ ); (3) OCB was perceived to distract employees from their in-role tasks ( $f = 1$ ); and (4) rewarding such behavior lead to a decrease in the future demonstration of OCB ( $f = 1$ ).

*Question Eight and Nine: OCB in Times of War*

As the history and current sociopolitical climate in Lebanon has been fraught with civil instability and war, the pilot study questionnaire included two final questions which attempted to specifically explore any potential changes in OCB during times of war. The results of the general analysis indicated that specific types of OCB unique to war did exist and that there was a change in the perceived level of OCB engagement in times of war. In total, of the 53 participants who responded, 81.1% indicated that yes there were specific types of OCB that were unique in times of war. In addition, of the 53 participants who responded, 75.5% perceived there to be a change in the level OCB engagement during this time; where 70.0% an increase, 12.5% perceived a decrease, and 17.5% an unspecified change in the performance of OCB.

*Specific OCB examples in times of war.*

The pilot study participants generated a total of 92 OCB statements specific to times of war. The consolidated list devised by two analyzers for this question included seven themes or dimensions: (1) Extra Time Working, (2) Helping E→E, (3) Helping E→O, (4) In-Group Social Harmony, (5) Helping O→E (organization toward employees), (6) Helping the Community, and (7) Sacrificing Safety. Based on the coding of the 92 OCB statements into these seven dimensions, Kappa was 0.89.

Of these seven dimensions, the first four were the same as those identified in Table 3 (i.e., OCB examples in Lebanon) and in fact it appears that 76% of the OCB statements

generated for this question were not unique in times of war but were, in fact similar in content to those generated in reference to work in Lebanon in general. More interestingly, three dimensions emerged that were unique in times of war in that they had not been previously identified as examples of OCB in Lebanon by these participants. These include: Helping O→E; Helping the Community; and Sacrificing Safety; and make up 24% of the total statements listed by the pilot study participants.

Table 5 presents these three unique dimensions along with specific OCB examples. The first unique dimension of OCB (i.e., Helping O→E) was defined as: *temporary decisions or changes in policy and procedures made by organizational decision makers (i.e., owners, board of directors, managers, supervisors) that help its employees to better cope with work related tasks and stress under unique conditions of external duress*. These decisions and/or changes do not represent permanent changes but rather are made strictly in order to accommodate the needs of employees in war time. The participants generated a total of six statements representing this dimension of OCB and making up 6.5% of the total OCB statements represented in Table 5.

Sacrificing Safety was the second unique dimension identified by the pilot study participants and is defined as: *employee behavior that demonstrates a willingness to sacrifice personal safety in order to work or to help colleagues in work related tasks*. The participants generated a total of 10 statements representing this dimension of OCB and making up 11% of the total OCB statements represented in Table 5.

The third and final unique dimension identified was Helping the Community and is defined as: *employee behaviors that are aimed at helping or meeting the needs of community*

Table 5

*Unique Lebanese OCB Dimensions in Times of War*

Dimension	Examples
Helping O→E	Total = 6
	<ol style="list-style-type: none"> <li>1. allowing employees to sleep at work in order to reduce travel time and alleviate stress from travel</li> <li>2. modifying activities, work schedules and expectations so as to ease stress and workload of employees</li> <li>3. being flexible enough to adapt to the war related situations of employees (e.g., being understanding- no reprimands- when employees occasionally cannot reach work or do not come because of the need to attend to families struck by war related violence)</li> </ol>
Sacrificing Safety	Total = 10
	<ol style="list-style-type: none"> <li>4. sacrificing personal safety to help a coworker</li> <li>5. sacrificing personal safety to go to work</li> </ol>
Helping the Community	Total = 6
	<ol style="list-style-type: none"> <li>6. opening up office to provide food and shelter for community members</li> <li>7. collecting food, clothes, and money for the community</li> </ol>

*members*. These types of behaviors, as described by the pilot study participants, seem to be employee-driven initiatives designed to alleviate some of the war caused damage suffered by the community surrounding the organization. The inclusion of community-focused behavior seems surprising in that OCB content is usually focused on intra-organizational processes and organizational objectives. However, this shift in focus is nonetheless interesting as a unique form of OCB in times of war and fits well with Farh et al.'s (2004) fourth category of OCB; namely, OCB in a societal context of action (i.e., behaviors that are enacted across the boundary of the organization to the outside world). The participants generated a total of six statements representing this final dimension of OCB, making up 6.5% of the total OCB statements represented in Table 5.

*Perceived change in the level of OCB engagement.*

The final question on the pilot study questionnaire asked; "Is there a change in the level of OCB engagement in times of war?" Although all 53 participants responded 'yes' or 'no' to this question, most did not provide anything of more depth and therefore, there were an insufficient number of descriptive statements to conduct a useful content analysis. Instead, therefore the results based on this question are brief and generally descriptive. Two responses were particularly telling:

- "It definitely increases for those who stick around. There are those who just can't come to work or who have a nervous breakdown. Those who do remain, work much more hard. They fill in the gaps, they are careful to be supportive, they take the time to interact and inquire about others' families and relatives. These people also try their best to keep the company operational to the best of their abilities."

- “In times of war, people have a tendency to think about their own security and their family’s security before work. This leads to lower OCB engagements.”

### Discussion

#### *Specific Lebanese OCB Examples and their Relevant Dimensions*

Numerous OCB examples were generated by the participants of this study. These behaviors can be usefully categorized into 10 specific OCB dimensions: Helping E→E, Helping E→O, Internalized Professionalism, Sportsmanship, In-Group Social Harmony, Sacrificing Safety, Helping the Community, Helping O-E, Extra-Time Working, and Teamwork. Although the first four dimensions are similar to those previously identified in the West, the remaining six suggest important differences. In terms of similarity, the suggestion, at least initially, is rather straight forward: that these dimensions may represent an etic form of OCB. Understanding the differences between the behaviors that make up the construct domain of the remaining six versus those identified previously is more complex. Discussion of these differences can be usefully divided into two areas: (1) differences in content and (2) differences in degree.

#### *Differences in Content*

Differences in content refer explicitly to behaviors that are unique to Lebanon and have not been previously identified in Western research. Such behaviors make up the content domain of the four OCB dimensions of: In-Group Social Harmony, Sacrificing Safety, Helping the Community, and Helping O-E. The behaviors falling within the latter three dimensions explicitly refer to war related behaviors and therefore are clearly emic in nature; although researchers examining OCB in other cultures subjected to the violence and turbulence of war may find similar behaviors emerging and hence similar dimensions. The status of In-Group Social

Harmony as an emic dimension may however prove to be more controversial because of its arguable conceptual similarity to the emic Chinese OCB dimension of Interpersonal Harmony.

Behaviors falling within the dimension of In-Group Social Harmony represent employee behaviors that help to promote, establish, and maintain a positive atmosphere as well as provide a sense of social support and community within the workgroup; whereas, Interpersonal Harmony encompasses “discretionary behavior by an employee to avoid pursuing personal power and gain with detrimental effects on others and the organization” (Farh et al., 1997, p. 429). Based on these two definitions and the in-depth discussion of Interpersonal Harmony in Farh et al.’s (1997) study, it is clear that there are very important differences between the two. More specifically, where Interpersonal Harmony is about avoiding the pursuit of personal power and gain, In-Group Social Harmony is less about power and more about acting in a way that promotes a within-group participative and harmonious spirit. Although it may be that the result of engaging in behaviors that fall within the domain of Interpersonal Harmony may lead to a within-group atmosphere that can be characterized as participative and harmonious, the effect would be indirect. In-Group Social Harmony behaviors, on the other hand, are conceptualized as directly contributing or, more appropriately intended by employees to directly contribute to such a positive atmosphere.

#### *Differences in Degree*

Some of the actual OCB examples generated by the participants deviate conceptually (in terms of degree) from those previously identified in the West. A case in point is the behaviors that fall within the content domain of the Extra-Time Working dimension. Although working overtime or through breaks is a frequently cited example of OCB across many cultures (e.g., Paine & Organ, 2000; Farh et al., 1997, 2004); the degree to which employees are willing to give

of their personal time seems unique in Lebanon. Working through vacation, not taking a yearly vacation, and/or working on days off seems to be a form of OCB that is of a greater degree than working through lunch breaks or working late.

*The Unique Case of the Teamwork Dimension.*

The remaining dimension of Teamwork requires special attention. Due to the fact that this pilot study was based on qualitative data it is impossible to determine whether this dimension would in fact emerge quantitatively (e.g., through a factor analysis) as a separate and significant dimension. It is possible that Teamwork may instead emerge as subcategory of a larger more inclusive group level OCB dimension (e.g., Study I and II of this dissertation, as well as Chen et al., 2005). Constructs conceptualized and studied at the group level of theory and analysis are uniquely different from those studied at the individual level. The main differences can be understood in terms of theoretical models of emergence, unit-level construct type, and/or the structural properties of unit-level constructs (see Chapter One, pp. 22-33). It may be that the identification of the OCB dimension of Teamwork in this pilot study actually provides qualitative evidence (through narrative) for the emergence of group level OCB in the context in which some of the participants worked. The use of group level referents such as “we”, “our”, or “our team” suggests that group members share or are in agreement with regard to certain forms of within-group behaviors.

The acknowledgement of the possible existence of group level OCB makes the question of whether Teamwork is an emic or etic dimension unclear. On the one hand, an argument in favor of it being an emic dimension can be based on cultural-cognitive patterns. That is, the inherent reference to the collective level may be a cultural artifact or pattern resulting from collectivism. Where in collectivist cultures like Lebanon there may be a general preference for



the collective and therefore generating work-related examples that reference group behavior (and not an individual's behavior) is common place. This orientation toward a cognitive pattern of thinking in terms of the group may therefore more readily lead to the emergence of work-related shared constructs. In this sense, Teamwork may be emic and more specific to collectivist cultures. On the other hand, given the evidence that group level OCB has been identified and researched in different cultures, Teamwork may in fact represent an etic construct – perhaps an etic dimension of group level OCB.

### *OCB's Meaning and Applicability in Lebanon*

The responses to the nine open-ended questions referring to the meaning and applicability of OCB in Lebanon in general suggest, in line with Paine and Organ's (2000) assertion, that there are some cultural nuances with regard to these behaviors in Lebanon. First, and in general, what is apparent is that most of the participants (57%,  $n = 51$ ) believed that OCB is a meaningful concept that is applicable in the Lebanese cultural context. These participants were therefore able to generate a number of OCB examples relevant to their work experience. Further support for the meaningful applicability of OCB in Lebanon is evidenced indirectly by the 27 different Arabic words that were provided as comparable terms for OCB by participants.

The most common reason provided by the participants for why OCB is not meaningful concept in Lebanon was that: "employees only work for their own benefit and do nothing for free." This reason is interesting in that it counters what one would expect to find in a collectivist culture where sacrifice for one's in-group is paramount. However, if one takes into account the work of Triandis (1989) as well as Triandis and Bhahwuk (1997) in which a distinction is made between collectivism/individualism at the cultural versus individual level of theory an explanation becomes apparent. At the individual level of theory a collectivist orientation is

referred to as allocentrism and an individualist orientation is referred to as idiocentrism.

Differentiating the individual-level from the cultural-level construct creates the theoretical possibility for idiocentrism to exist in collectivistic cultures and allocentrism to exist in individualistic cultures (Alavi & McCormick, 2004). Although, “common societal influences tend to make one of these two dimensions higher on the average in any particular societal culture; ... individuals often differ from their society's trends” (Lam, Chen, & Schaubroeck, 2002). In the case of this sample drawn from collectivist Lebanon, individuals therefore may differ in terms of whether they adopt more allocentric or idiocentric orientation. Therefore a likely explanation for the common perception that “employees only work for their own benefit and do nothing for free” may be that individuals may be more oriented toward idiocentrism than allocentrism. There is however, no way to test this proposition with the data collected for this pilot study.

If one assumes that the majority of employees are allocentric, then other possible explanations for this finding are needed. One possible explanation is that these employees do not perceive their coworkers to be in-group members. A second explanation may be that Lebanon is unique from its counterparts in Hofstede's (2001) Arab cluster and that new research may be needed on the various Arab countries individually verify their stance on the collectivism scale. A third and final explanation stems again from the work of Triandis and Bhawuk (1997) in which they highlight that allocentrism will not behave in an allocentric way in *all* situations but only in most, and conversely idiocentrism will behave as allocentrism do in a number of situations (p.29). Therefore based on this possibility it may be that differences in work context may lead to employee behavior that is not necessarily consistent with an individual's cultural orientation. Group context and relevant contextual variables may lead an individual to engage in allocentric-

or idiocentric-orientated behavior irrespective of their a priori cultural orientation (see Alavi & McCormick, 2004).

The second most common reason given for why OCB is not meaningfully applicable in Lebanon was that “OCB is *expected* of every employee and employees are *forced* to do.” This reason fits well with the identification of Lebanon as scoring relatively high on Bond, Leung, Al, de Carrasquel, Murakami, and Yamaguchi’s (2004) Societal Cynicism: referring to a negative view of human nature, a view that life produces unhappiness, that people exploit others, and a mistrust of social institutions. On this scale, Lebanon placed 18<sup>th</sup> out of the 41 nations sampled with a score of 59.1 ( $SD = 2.95$ ).

Beyond the general meaning and applicability of OCB, the cultural nuance of (1) the potential negative connotation of OCB in Lebanon as well as whether OCB is (2) normally expected, (3) formally and/or informally rewarded is of special interest.

#### *Negative Connotation*

In terms of a potential negative connotation, 23.5% ( $n = 51$ ) of the participants believed that employees would perceive OCB in this way. The most common reason for this given by participants was that OCB is perceived to be motivated by opportunism and to serve as a mechanism to exert and gain power in the work unit which in turn may make colleagues feel threatened. This supports Bolino et al.’s (2004) suggestion for alternate antecedents and consequences of organizational citizenship in which they identify *making others look bad* as a negative antecedent and *resentment and conflict among employees* as a negative consequence (p. 234).

*Normally Expected*

The participants indicated that, in general, OCB is not a normally expected form of employee behavior in Lebanon (59.6%,  $n = 52$ ). This finding however, counters Paine and Organ's (2000) suggestion that in collectivist cultures "what we would call OCB appears to be part of what one is generally expected to do – regardless of job description or prospects of any sort of reward other than honor within the group" (p. 56). Again raising the question of whether employees perceive their coworkers as in-group members or whether the Arab cluster countries should be re-analyzed separately in terms of Hofstede's (2001) research variables.

*Formal and Informal Rewards*

The participants indicated that, in general, employee engagement in OCB would be cause for employees to receive informal (79.2%,  $n = 53$ ) but not formal rewards (57.5%,  $n = 40$ ). The most common reasons explaining the first centered on the idea that engagement in OCB demonstrates that employees are hard working and hard work must be informally acknowledged, praised, and/or validated in the work context. The most common reasons explaining the second centered on the idea that rewards of any kind are uncommon in Lebanese work settings. From these responses, it is suggested that, in line with the theoretical development of OCB that such behaviors are indeed not perceived to be formally rewarded. However, the demonstration here that OCBs are perceived to be informally rewarded bolsters the argument made by researchers that defining OCBs as behaviors that are not formally rewarded may be inappropriate (e.g., Organ, 1997; Podsakoff et al., 2000). A word of caution is important here. It may be that the definition of OCB provided on the pilot study questionnaire may have primed employees to respond in this way (i.e., that OCB is not formally rewarded) where it was stated that OCB "tends not to be perceived as leading to formal organizational rewards".

### *Limitations of the Present Research*

Although this study's primary aim was an in-depth qualitative exploration of OCB in Lebanon, issues regarding the generalizability of findings to other cultures as well as within Lebanon in particular are important to consider. There are a number of design factors that limit the generalizability of the findings. First, although a somewhat diverse sample of participants from 13 different work sectors and all five Lebanese provinces provided the data for this study, the sample may not be representative of the working population on Lebanon. Generalizability is also compromised by that fact that: (1) the participants were not randomly sampled from within the 13 sectors; (2) the education level of participants was high with 62.3% having completed or attended graduate level studies which does not reflect the general population; (3) the participants were all fluent in English in a country where Arabic is the predominant and first language; and (4) the participants mostly held professional positions as opposed to nonprofessional ones.

### *Future Research Suggestions and Conclusion*

This qualitative pilot study provides an empirical example of culturally relevant research on OCB outside of the West and therefore helps to enrich the understanding of OCB-in-context. Furthermore, this study is a single step in the direction of exploring whether OCB can be meaningfully applied across cultures. The results of this study indicated that although there are important emic aspects of OCB in Lebanon, the construct as it has been developed and applied in the West is a relevant form of organizational behavior in this Arab culture.

This qualitative study suggests a number of recommendations for future research. First, larger scale quantitative research is needed to validate the 10 specific OCB dimensions that have been identified in this study. Second, beyond providing quantitative evidence for the general existence or nonexistence of the 10 dimensions, a larger scale

study could serve as an empirical platform to support a number of preliminary assertions made with regard to the etic versus emic nature of each dimension separately. For example, examination of the Extra Time Working dimension in such a study could help clarify whether the behaviors that fall within the content domain of this dimension represent specific example of a larger etic OCB dimension (e.g., OCB-O) or, as is suggested here, an emic dimension in Lebanon distinct in terms of degree.

A third possible fruitful area for future research on OCB dimensions could focus on exploring whether the dimension of Teamwork is relevant in other organizational samples both within Lebanon and across cultures. This is important in order to tease out whether this construct is better conceptualized as an emic example of a specific OCB behavior or perhaps, more appropriately, an etic dimension of group-level OCB. In fact, exploration of the latter sets the stage for a fourth interesting area of future research; namely, identifying the dimensions of group level OCB and differentiating them from the dimensions of individual-level OCB. This could help to shed light on the structural properties of OCB at higher organizational levels as well as provide empirical evidence that may help differentiate the applicability of the different models of emergence (e.g., isomorphic, discontinuity, etc.) to group level CCB in various cultural contexts.

The fifth and final recommended area for future research that is suggested from the results and interpretation of this pilot study results concerns the examination of the relationship between the horizontal versus vertical sub-dimensions of collectivism as predictors of OCB dimension salience in various cultural contexts. As has been suggested in the discussion section, differences between the sub-dimensions may have important implications for the salience of OCBs performed in the context of the self, groups, organizations, and/or society (see Farh et al, 1997).

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## Study I and II: A Single Level and Cross Level Examination of OCB within Lebanon

## CHAPTER THREE

## Introduction

Traditionally organizational research has been conducted from within a single level and single culture framework. Much of what we know about employee behavior in organizations is about predicting an employee's behavior based on individual level predictors (e.g., satisfaction, commitment, attitudes, mood, beliefs, etc.); or alternately measuring the individual level consequences of an employee's behavior (e.g., performance evaluation, productivity) both within a Western work context. Much less is known about individual behavior-in-context, across cultural contexts, and even less is known about the antecedents, consequences, and multi level influence of collective constructs across different organizational levels and different cultural contexts. To attempt to fill this knowledge gap is to engage in the study of organizational behavior that has become much more theoretically and methodologically complex. However, researchers have begun to be able to examine this complexity with the advent of multi level theoretical frameworks (e.g., Kozlowski and Klein (2000), Morgeson & Hofmann, 1999; Rousseau, 1985) and more advanced statistical packages (e.g., Hierarchical Linear Modeling; Bryk, Radenbush, & Cogdon, 1994) that provide tools for multi level and cross level analyses.

This attention to complexity crosses over well into practice, as globalization increases and as human resource practitioners and organizational psychologists are looking to manage organizational behavior and processes within a wider framework that not only captures multi level organizational factors but cultural and other contextual factors as well. Organizational research from a multi level perspective must be applicable across cultures and relevant in particular cultural contexts outside of the West. Applicability and relevance in differing cultural

contexts increases the utility of organizational behavior research as well as human resource practices and theory in this globalized world. The call for relevant research that examines organizational phenomenon from a multi level and cultural framework has been advocated by a number of organizational researchers (e.g., Chao, 2000; Earley & Erez, 1997; Hofstede, 1988). Of particular interest for this dissertation study is the subarea of organizational research that focuses on the Organizational Citizenship Phenomenon.

### *Organizational Citizenship Phenomenon*

The Organizational Citizenship Phenomenon can be usefully conceptualized at two levels of theory and analysis; namely, the individual and group levels. At the individual level, this phenomenon is called Organizational Citizenship Behavior (OCB) (Organ, 1988) and is defined, in line with Borman and Motowidlo (1993) as well as Organ (1997), as: *an employee's behaviors that contribute to the broader organizational, social, and psychological environment in which the technical core of the organization must function. These behaviors tend not to be perceived as part of an employee's job or leading to formal organizational rewards.* At the group level this phenomenon is called Collective Citizenship Behavior (CCB) and is defined here as: *a shared pattern of OCB-type ongoings and events such that all unit members engage in and interact through similar types and similar amounts of OCB.*

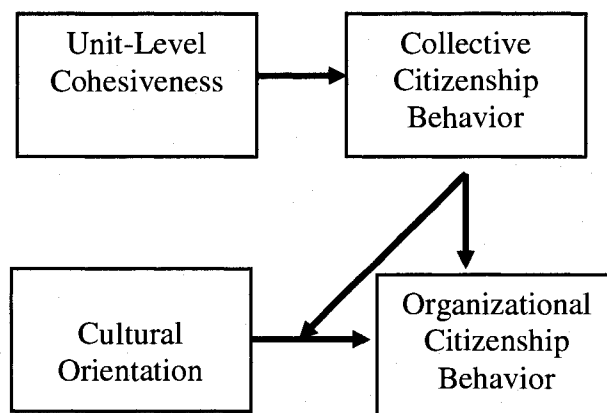
Research on the Organizational Citizenship Phenomenon, similar to other areas of organizational research, has been conducted within an implicit cultural framework that is grounded in Westernized theories and models (Paine & Organ, 2000) and that focuses on the individual level of analysis (Schnake & Dumler, 2003). Theoretical work that attempts to examine organizational citizenship with specific attention given to cross level relationships and alternate cultural frameworks can be found in the work of Fischer, Ferreira, Assmar, Redford,

and Harb (2005) as well as Karam and Kwantes (2006). The current research attempts to extend this work by examining the Organizational Citizenship Phenomenon (both the individual and group levels) from within a specific Arab cultural framework: Lebanon.

### *General Introduction and Background for the Research*

Figure 3 provides a pictorial depiction of the full hypothetical model representing all variables in this research. Although this research can be conceptualized as a singular cross level model, for ease of theoretical development and the explication of the research questions and hypotheses it is divided into and discussed as two separate studies. Study I's focus is on the two group level variables: CCB and cohesiveness; while Study II is a cross level examination involving variables at both the group and individual levels: CCB, cultural orientation, and OCB. Lebanon, the cultural and sociopolitical context in which these two studies were conducted, was thoroughly described in chapter one (pp. 33-37); as well as in the introduction of the Pilot Study (Chapter Two, pp. 49-50) and therefore the description will not be repeated here. However, the specific research population from within this cultural context will be described briefly.

Figure 3. *Cross Level Model Representing Study I and II Variables*



The Lebanese food service sector is the population from which the sample for both Study I and II was drawn. This sector in Lebanon has always been a thriving part of the country's economy (SRI International, 2000) and includes companies that are primarily involved in the "retail sale of prepared foods and beverages for on-premise or immediate consumption" (p. 4, SRI International, 2000). The types of companies that exist in this sector include: fast food companies, casual dining restaurants, and specialty food companies (e.g., pastry shops, Arabic sweet shops, and roasteries) (SRI International, 2000).

It is the naturally occurring, or pre-existing, food service groups (FSG) drawn from within these companies that are the primary units used for theoretical development and statistical analyses because they represent meaningful units within these companies and, indeed, within this sector. Examples of FSGs include: the kitchen group of a large restaurant, the floor staff group of a casual dining restaurant, the floor sales staff of a large bakery shop, etc. It should be noted that a single sample was used for the two studies and the data themselves reflect two levels of theory: the individual level and the group level (553 employees working within 62 FSGs). Furthermore, it should also be noted that both studies have an implicit *temporal assumption* such that CCB is assumed to have emerged at least in some of the FSGs. Therefore time serves as a boundary condition (Kozlowski & Klein, 2000, p. 22) for many of the hypotheses. In practice, this condition restricts the testing of group level and cross level hypotheses to mature FSGs where CCB is assumed to be stable and institutionalized.

#### Study I: Collective Citizenship Behavior and Cohesiveness in Lebanon

Study I attempts to explore the group level relationship between CCB and cohesiveness and will contribute to the literature by examining this relationship in the new cultural context of Lebanon. Drawing from the earlier discussion regarding issues of level (see Chapter One, pp. 21-

32), it is important to reiterate that in order for CCB to be considered a valid group level characteristic, it must be demonstrated that (1) CCB is a shared group level property and that (2) FSGs can be differentiated with regard to CCB. The first implies that members of each FSG are in agreement with regard to the OCB-type ongoings and events; while the second implies that between-group differences with regard to the emergence as well as the level of CCB should be present. Theoretical explication for the level of agreement within FSGs as well as differences between them is therefore a crucial issue that will be discussed next.

### *CCB: Within-Group Agreement and Between-Group Differences*

Why does CCB emerge only within some groups? Why are there between-group differences in terms of whether CCB has emerged and in terms of the level of CCB? Of particular relevance when attempting to answer these questions are theories pertaining to group processes. The focus of the theoretical discussion here will examine two specific theories: the Social Information Processing Model (SIP) and the Group Norms Theory.

First, according to Salancik and Pfeffer's (1977; 1978) SIP model, the social environment provides cues that group members use to construct and interpret appropriate and inappropriate within-group behavior (both in kind and in amount). Although employees perceive and react to an "objective workplace reality," this reality is partially constructed from the cues provided by the social context of the workgroup (Thomas & Griffin, 1983). These cues are powerful instruments of social influence such that group members are likely to replicate what they perceive to be 'normal' behavior (Bommer, Miles, & Grover, 2003). In this sense, the cues can provide expectations concerning OCB-type ongoings and events. These cues can have substantial group level effects through their influence on group member behavior and interaction. That is, for example, if cues exist with regard to the performance of OCB-type ongoings and events

within the group, then group members are likely to engage in such behaviors, and therefore some degree of homogeneity with respect to OCB can be expected within the group as a whole (i.e., within-group agreement). Moreover, it is possible that there are groups where these cues are weak or nonexistent with regard to OCB and therefore within-group similarity with regard to OCB-type ongoing and interactions is likely to be low and consequently CCB will not have emerged in these particular FSGs. Based on this model, researchers are therefore able to examine within-group agreement as well as between-group differences with regard to CCB.

Second, the theoretical application of Group Norms Theory to CCB has been recently undertaken by Ehrhart and Naumann (2004). In this theoretical framework CCB is conceptualized in terms of a norm-for-OCB. This implies that there is consensus (i.e., within-group agreement) between group members as to the overall level of OCB within the group. Here, theoretically, a descriptive norm-for-OCB develops from observing the behaviors of other group members within the particular group context. The more group members behave in the same way in a given situation, the more these members will tend to view that behavior as appropriate (Thibaut & Kelley, 1959) or “normal”. When group members perceive that the group as a whole supports a certain behavior, they are more likely to exhibit this behavior themselves. Therefore, if there is an informal within-group agreement as to the acceptability of OCB within the group (a norm-for-OCB has formed or CCB has emerged), it is likely that members will engage in OCB and interact through OCB-type ongoing. Furthermore, this provides a theoretical mechanism through which between-group differences can be expected; that is, groups may differ in terms of whether a norm-for-OCB has formed (i.e., whether CCB has emerged).

Taken together, these two theories provide a theoretical basis to expect within-group agreement as well as between-group differences with regard to CCB in and across FSGs. As



these processes occur within a FSG and as group members repeatedly interact through organizational citizenship-type ongoings and events, a structure of CCB may emerge that transcends the separate actions of each individual member. The context of a particular FSG contains or limits member behavior such that the range of potential member behavior within that FSG is restricted (i.e., members engage in similar types and amounts of organizational citizenship-type ongoings and events) and therefore the structure of CCB becomes identifiable. The structure of CCB, once it has emerged in the FSG, characterizes the collection of individuals within that FSG and describes the organizational citizenship-type ongoings and events of the group *as a whole*. Theoretically therefore, this implies that CCB is a shared unit level property emerging through compositional bottom-up processes (see Chapter One, pp. 22-32) and based on homogeneous assumption of variability (i.e., within-group agreement).

*Cohesiveness: Between-Group Differences as an Antecedent of CCB*

If between-group differences exist with regard to CCB, then it is of interest for researchers to attempt to identify group level variables that can predict these differences. One possible group level predictor variable of CCB is cohesiveness and is defined as: “group member commitment to each other and to the work performed by the group” (Wech et al., 1998, p. 473). In a cohesive group, there is a tendency for members to: (1) be more sensitive to others within the group and to be more willing to assist them (Schacter, Ellertson, McBride, & Gregory, 1951) and (2) “engender a strong social identity that can enhance members’ desire to help one another” (Kidwell, Mossholder, & Bennett, 1997, p. 779). It should be noted that similar to CCB, cohesiveness is also conceptualized as a shared unit level property emerging through compositional bottom-up processes and based on a homogeneous assumption of variability. The previous discussion of these with regard to CCB applies equally to cohesiveness and therefore

will not be repeated here. Suffice it to say, that such theoretical considerations can be applied in the same way to cohesiveness as they were to CCB.

The possible relationship between cohesiveness and CCB has been discussed in research (e.g., Bachrach, Bendoly, & Podsakoff, 2001; Chen et al., 2005; George & Bettenhausen, 1990; Kidwell et al., 1997). Kidwell et al. (1997) provide a theoretical link between these two variables by drawing from the group norm literature. They argue that in groups where organizational citizenship behaviors are considered important for unit functioning a norm-for-OCB (i.e., CCB) may form and that the more cohesive a group, the greater the conformity to this within-group norm. Greater conformity is due to the pressures exerted by group members “on one another and the interpersonal rewards that are available through group interactions” (Kidwell et al., 1997, p. 779). This relationship has been empirically demonstrated by Chen et al., (2005) in a Chinese sample; as well as, in American samples by George and Bettenhausen (1990) and Kidwell et al. (1997).

It should be noted however, that in these studies the relationship between cohesiveness and CCB was not always straightforward because cohesiveness was not found to be significantly related to all dimensions of CCB. More specifically, for example, George and Bettenhausen (1990) found a positive relationship between cohesiveness and a specific form of CCB; namely, *unit level helpful behaviors directed at customers*. The potential for differential relationships between cohesiveness and different forms (i.e., dimensions) of CCB has been generally touched upon by Kidwell et al. (1997). These authors suggest that cohesiveness may be related only to those employee behaviors which are directed toward other group members and not those directed at the greater organization. This makes sense, according to Kidwell et al. (1997) if one considers the conceptual similarity between *behaviors directed toward other group members* and

cohesiveness. Williams and Anderson (1991) coined an individual level term to represent such behaviors directed toward other group members: OCB-I. They differentiate OCB-I from a second form of OCB called OCB-O which represents behavior that benefits the organization in general. These two constructs when applied to the group level of theory and analysis represent two forms of CCB: CCB-I and CCB-O.

If in cohesive groups, group members have a tendency to be more sensitive to others; a willingness to assist; and the desire to help one another, then it follows that behaviors that make up the construct domain of CCB-I are a particularly relevant type of behavior within these groups. To this end, it is proposed here that in Lebanon, cohesiveness may serve to establish a context that is favorable to the emergence of CCB-I within a group and therefore, the more a group can be characterized as cohesive, the more likely group members will be to engage in CCB-I.

### *Research Questions and Hypotheses for Study I*

The purpose of Study I therefore was to first examine whether CCB and Cohesiveness are relevant group level characteristics in Lebanese FSGs. To do this, it is imperative to determine if CCB (Hypothesis 1) and Cohesiveness (Hypothesis 2) have emerged in each of the 62 FSGs sampled by demonstrating within-group agreement and between-group differences with regard to both variables.

*Research Question 1: Are the constructs of CCB and cohesiveness relevant group level characteristics in Lebanon?*

Hypothesis 1: In Lebanon, within-group agreement and between-group differences will be measured with regard to CCB such that: (a) CCB will have emerged in some FSGs but not in others; (b) FSGs can be reliably differentiated on the mean level

of CCB; and (c) ratings of CCB among a FSG's employees will be more consistent in some groups than in others.

Hypothesis 2: In Lebanon, within-group agreement and between-group differences will be measured with regard to cohesiveness such that: (a) cohesiveness will have emerged in some FSGs but not in others; (b) FSGs can be reliably differentiated on the mean level of cohesiveness; and (c) ratings of cohesiveness among a FSG's employees will be more consistent in some groups than in others.

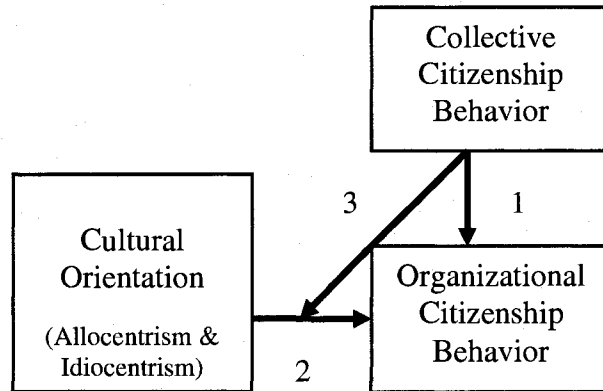
Furthermore, Study I also explores whether the previously identified positive relationship between cohesiveness and CCB can also be demonstrated in the new cultural context of Lebanon. This will be tested with a single form of CCB; namely CCB-I.

*Research Question 2: Is group level cohesiveness a predictor of certain types of collective citizenship behavior in Lebanon?*

Hypothesis 3: With regard to Lebanese FSGs, the between-group differences in the mean level of cohesiveness will be positively and significantly related to the mean level of CCB-I.

#### Study II: Cultural Orientation and OCB in the Context of CCB

Study II investigates the Organizational Citizenship Phenomenon at two levels of theory and analysis. Figure 4 presents the variables of interest and the main predicted relationships. In particular, this study examines three types of relationships: (1) the top down cross level direct relationship between CCB and OCB; (2) the individual level relationship between cultural orientation and OCB; and (3) the top down cross level moderating influence that CCB may have on the relationship between cultural orientation and OCB.

Figure 4. *Cross Level Model Representing Study II Variables and Relationships*

#### *Cross Level Relationship between CCB and OCB*

The first area of interest in this study concerns the examination of the relationship between two levels of the Organizational Citizenship Phenomenon; namely, CCB and OCB. Study one provided much of the groundwork to test the relationship between CCB and OCB in that the emergence of CCB was theoretically discussed and empirically demonstrated. Expansion of these theoretical consideration is needed here however in order to better understand the relationship between CCB and OCB. Based on the previously described structural properties of CCB and functional relationship between CCB and OCB (see Chapter One, pp. 21-32), it can be expected that once CCB has emerged it will have a top-down direct effect on the individual level performance of OCB. This type of top-down influence is often characteristic of collective phenomena. As Morgeson and Hofmann (1999) explain, once a collective construct has emerged and is established, it “assumes an a posteriori permanence that can subsequently influence individual ... action” (p.253). Therefore theoretically, once CCB has assumed this a posteriori permanence, it may provide a context that guides each group member’s performance of OCB. The social psychological and organizational processes that may serve to better explain this top-

down relationship between CCB and OCB include processes expounded in the SIP model and Group Norms literature. These theories have already been described in detail in the previous study; however, they are briefly explored here in reference to the expected relationship between CCB and OCB.

Given the presence of CCB as a contextual variable in a group, it serves to partly characterize the social environment within that group by providing cues about appropriate within-group behavior (Salancik & Pfeffer, 1977, 1978). Therefore, in groups where CCB has emerged, cues will likely suggest OCB as appropriate individual level behavior and therefore group members will be more likely to engage in OCB. The influence of CCB on OCB is further supported based on Group Norm theory. Given the presence of CCB as a contextual variable (conceptualized as a group norm), group members will likely perceive that the group as a whole supports the performance of OCB, and therefore individuals within the group will be more likely to exhibit these behaviors themselves (Thibault & Kelley, 1959). In other words, there is an expected positive cross level relationship between CCB and OCB in groups where CCB has emerged.

#### *Individual Level Relationship between Cultural Orientation and OCB*

The second relationship examined concerns cultural orientation as an antecedent of OCB. Here, cultural orientation refers specifically to an individual's allocentric versus idiocentric orientation: each conceptualized as separate but related individual difference constructs (Triandis, 1989). Allocentrism, on the one hand, can be defined as an individual's cultural orientation towards viewing the self as inseparable from other in-group members (Triandis, 1989). Allocentrics have a tendency to (1) have personal goals that are compatible with in-group goals; (2) emphasize norms, duties, and obligations when making decisions about how to behave

or act; and (3) give priority to relationships and the needs of other in-group members even at the expense of their own needs (Triandis & Bhawuk, 1997, p. 15). Theoretically, the link between allocentrism and OCB is clear. If allocentrics tend to emphasize in-group goals and give priority to in-group member needs, then it is likely that they will engage in behaviors that support and aid coworkers. Allocentrics will likely engage in this behavior even if it is not an in-role requirement and not formally rewarded. Such behaviors clearly fall within the content domain of OCB. Empirical research in the West has, for the most part, provided support for the positive link between allocentrism and OCB (e.g., Moorman & Blakely, 1995; Schmelting, 2001; Van Dyne, Vandewalle, Kostova, Latham, & Cummings, 2000).

Idiocentrism, on the other hand, can be defined as an orientation towards viewing the self as separable from others (Triandis, 1989). Idiocentrics have a tendency to (1) have personal goals that are not necessarily correlated with the in-group's goals; (2) emphasize personal attitudes, needs, rights and contracts when making decisions about how to behave or act; and (3) weigh carefully the costs and benefits of any relationship (Triandis & Bhawuk, 1997, p. 15). Applying the above theoretical link between allocentrism and OCB to the case predicting the relationship between idiocentrism and OCB, it is clear that the opposite would be expected. That is, if idiocentrics tend to view themselves as autonomous and tend to emphasize personal goals and needs, then it is less likely that they will engage in OCB. In fact, Ramamoorthy and Flood (2004) demonstrated that an idiocentric orientation is negatively related to the engagement in OCB with a sample of Irish blue-collar employees. Therefore, in summary, based on the relevant theory and empirical work, it is suggested that where allocentrics tend to engage in a higher level of OCB the opposite is true for idiocentrics.

Furthermore, where allocentrism versus idiocentrism captures an individual's cultural orientation toward viewing the self as inseparable versus separable from others, particular relevant forms of OCB are those citizenship behaviors that fall within the content domain of OCB-I (Williams & Anderson, 1991). This is so because OCB-I captures behaviors that immediately benefit specific individuals or coworkers (Williams & Anderson, 1991, p. 601). Therefore, on the one hand, where allocentrics tend to have personal goals that are compatible with in-group goals and tend to emphasize obligations toward the in-group, it is expected that an allocentric cultural orientation will likely lead to engagement in behavior that aids and supports coworkers. Therefore, a positive relationship is likely to be found between allocentrism and OCB-I. For idiocentrism, on the other hand, where there is an emphasis on personal goals, attitudes, and rights a negative relationship with OCB-I will again be expected.

Thus far, the discussion of the relationship between OCB and cultural orientation has proceeded without regard to context or the influence of contextual variables. Contextual variables may however alter the expected pattern of relationships between individual level cultural orientation and OCB. It is proposed here therefore that one fruitful direction to extend this line of research is to examine the relationship between allocentrism/idiocentrism and OCB in the context of CCB.

#### *CCB: Moderating Cultural Orientation-OCB Relationship*

This third area of interest in Study II examines whether CCB serves as a contextual moderator of the relationship between allocentrism/idiocentrism and OCB. The fundamental issue here remains the predictive power of allocentrism and/or idiocentrism for the individual level performance of OCB; however now this relationship is examined in the context of CCB.



Certainly, an individual's cultural orientation may lead him/her to behave in a particular way, such that allocentrics tend to perform OCB, while idiocentrics are less likely to do so. However, these are just tendencies and are not inevitable and immutable patterns of behavior. Highlighting this point, Triandis and Bhawuk (1997) state that allocentrics will not behave in an allocentric way in *all* situations but only in most, and conversely idiocentrics will behave as allocentrics do in a number of situations (p.29). It is proposed here, therefore, that differences in FSG context may lead to behavior that is not necessarily consistent with an individual's cultural orientation. Group context and relevant contextual variables may lead an individual, through top-down processes, to engage in allocentric- or idiocentric-orientated behavior irrespective of their a priori cultural orientation (see Alavi & McCormick, 2004). This implies that there may be an interaction between the group context and individual cultural variables such that a group member's actual behavior is conditional and changes in different situations or group contexts (Triandis & Bhawuk, 1997, p. 118).

Triandis and Bhawuk (1997) referred to this interaction as a situation-disposition interaction. They assert that there are situations where the acceptable type or pattern of behavior is *unambiguous*. In unambiguous situations all individuals, whether their dispositional tendency is allocentric or idiocentric, will likely behave in line with this acceptable pattern of behavior. Triandis and Bhawuk (1997) provide the example of a coworker's funeral where the acceptable type or pattern of behavior is clearly oriented toward allocentrism. In this unambiguous situation, the probability that all unit members' will activate their collectivist or allocentric schema and behave accordingly is high (p. 28).

In *ambiguous* situations, on the other hand, where the acceptable type or pattern of behavior is unspecified, group members will be more likely to behave in accordance with their

cultural orientation of allocentrism or idiocentrism. For example, Triandis and Bhawuk (1997), describe a situation in which a group member wants to take a trip that will inconvenience other group members. Individualists, feeling sufficiently emotionally detached from the collective will likely take the trip; while collectivists will likely not. A collectivist will likely pass up this trip due to the duties he/she will not be able to perform or social support he/she will not be able to provide while away (p. 29). In this kind of ambiguous situation, group members behave in accordance with their cultural orientation of allocentrism or idiocentrism.

It is expected therefore, that in FSGs where CCB has emerged and is stable, the FSG context can be characterized as unambiguous with regard to OCB. In this unambiguous context, there are well recognized and widely accepted norms or guidelines (albeit informal) with regard to the performance of OCB. Therefore, employees, who have been employed in the particular group for a sufficient amount of time, will likely rate their personal levels of OCB similarly irrespective of whether they have an allocentric or idiocentric orientation. Also, it is expected that CCB within the FSG will account for additional variance in individual performance of OCB beyond that explained by his/her cultural orientation. Here, therefore, a positive relationship is again expected to be found between allocentrism and OCB. More interesting however is the expected change in the relationship between idiocentrism and OCB, where once context (i.e., CCB) is taken into consideration this originally negative relationship is expected to be weak or positive such that the level of CCB is expected to moderate the relationship between individual level idiocentrism and the performance of OCB by individual FSG employees.

#### *Research Questions and Hypotheses for Study II*

The purpose of Study II therefore is to first examine the cross level relationship between CCB and OCB.

*Research Question 3: Is the performance of OCB by individual group members related to the context of CCB?*

*Hypothesis 4:* In Lebanese FSGs where CCB has emerged, CCB will be positively related to OCB such that the higher the level of CCB, the higher the demonstrated level of OCB by individual group employees.

Study II also explores the relationship between an employee's cultural orientation (i.e., allocentrism and idiocentrism) and his/her performance of OCB.

*Research Question 4:* Is an individual's cultural orientation related to his/her performance of OCB in Lebanon?

*Hypothesis 5:* Allocentrism will be positively related to the performance of OCB by individual group employees.

*Hypothesis 6:* Idiocentrism will be negatively related to the performance of OCB by individual group employees.

*Hypothesis 7:* Allocentrism will be positively related to the performance of OCB-I by individual group employees.

*Hypothesis 8:* Idiocentrism will be negatively related to the performance of OCB-I.

Furthermore, Study II also explores whether the proposed relationships between an employee's cultural orientation and his/her performance of OCB is altered in the context of CCB.

*Research Question 5:* Is the relationship between an individual's cultural orientation and OCB related to the context of CCB?

*Hypothesis 9:* In Lebanese FSGs where CCB has emerged, CCB will be positively related to the performance of OCB by individual group employees, after controlling for an individual's cultural orientation.

*Hypothesis 10:* In Lebanese FSGs where CCB has emerged, the level of CCB will moderate the relationship between individual level allocentrism and the performance of OCB by individual group employees, such that allocentrism and OCB will be more strongly related as CCB increases.

*Hypothesis 11:* In Lebanese FSGs where CCB has emerged, the level of CCB will moderate the relationship between individual level idiocentrism and the performance of OCB by individual group employees. Specifically, whereas idiocentrism is expected to be negatively related to OCB, this relationship will be weak or positive in groups where CCB is high.

## Method

### *Participants and Sampling Strategy for Study I and II*

One sample was used for both Study I and II. The total sample consisted of 553 employees and 79 managers working in 62 FSGs drawn from 7 different types of food services companies. The number of employees in each group ranged from four to 22 employees.

### *Procedure for Study I and II*

Data were obtained with the use of two separate questionnaires: an employee and a manager questionnaire. Both questionnaires were available in both the original English form as well as in Arabic translated form. Translation of both questionnaires from English into Arabic was done by a professional translator. The resultant Arabic questionnaires were then back

translated into English by a second professional translator to ensure accuracy. All participants chose to complete the Arabic translation.

In preparation for the distribution of the questionnaires, a list of participating FSGs as well as the managers and employees within each group was created. This list was necessary in order to assign identification numbers that correspond to the specific FSG and the individuals within it. One set of questionnaire packages was prepared for FSG employees and a second set for FSG managers. Each employee package included an informed consent form (Appendix E), a questionnaire (Appendix F), and a debriefing letter (Appendix I). The manager package included similar documents (Appendices G, H, and I). It should be noted that the debriefing letter was the same for both managers and employees.

All packages were hand delivered by the researcher or one of two research assistants to all participating FSGs. All participants were guaranteed confidentiality, were given time during their regular scheduled work hours to complete the questionnaire, and were assured that the data collected were to be used strictly for research purposes. Extra precaution was taken in order to maintain confidentiality of responses whereby (1) a sealed drop box was provided on site into which the participants could drop their completed questionnaires; (2) the primary researcher or one of two research assistants collected the completed questionnaires; and (3) all data collected were processed off site. All participants were informed that a summary report of the findings would be posted on-line upon completion of the analysis. The results in the summary report are to include only general group responses so that the anonymity of all the participating FSGs and individuals can be assured. The employee and manager questionnaires were each designed to take approximately 30 to 40 minutes to complete.

### *Measures for Study I and II*

#### *Demographic Information*

All participants were asked to provide demographic information including: gender, age, native language, second or third language, level of education, countries where the participants have studied, countries where the participants have lived in the past, duration of living abroad, current location and duration of residence in that location, current location and duration of work in that location, job title, employment status, and tenure.

#### *Collective Citizenship Behavior*

Measures of CCB were collected on both the manager and employee questionnaires. The measure of CCB on both was originally developed by Williams and Anderson (1991) to tap individual level OCB-I and OCB-O (e.g., Bateman & Organ, 1983; Graham, 1986; O'Reilly & Chatman, 1986; Organ, 1988; and Smith et al., 1983). Following the recommendations of Chan (1998) the referent for all items was changed to reflect the FSG level. Therefore, for example, where an original item on William and Anderson's (1991) scale was: "This employee helps others who have heavy workloads", the new item with a group level referent is: "The employees in this group help others who have heavy workloads". On the employee questionnaire employees were asked to rate the level of CCB-I and CCB-O in their group *as a whole* on ten separate items. On the manager questionnaire, managers were asked to rate the level of CCB/ CCB-I in their respective FSGs on four separate items. This section was included in order to test for common source bias. All ratings were done on a 5-point Likert-type scale ranging from *to a very small extent* (1) to *a great extent* (5).

#### *Cohesiveness*

Measures of cohesiveness were collected on both the manager and employee questionnaires. The same items were used on both. These items were adapted from O'Reilly & Caldwell (1985) as well as Dobbins and Zaccaro (1986), and have been used in previous research on the Organizational Citizenship Phenomenon or related constructs (e.g., George & Bettenhausen, 1990; Kidwell et al., 1997). The items were slightly modified so that the referent for all items was also at the FSG level. Therefore, all participants were asked to rate the level of cohesiveness in their group *as a whole*. Five items were used to measure cohesiveness. All ratings by employees were also done on the same 5-point Likert-type scale used for CCB.

#### *Allocentrism*

The measure of allocentrism adapted for this study was originally developed by Singelis et al. (1995) and modified by Triandis and Gelfand (1998). Eight items measuring allocentrism were included on the employee questionnaire. The referent for all items was the individual. Employees were asked to make their ratings on a 5-point Likert-type scale ranging from *to a very small extent* (1) to *a great extent* (5).

#### *Idiocentrism*

This measure was also adapted from Triandis and Gelfand's (1998) modified scale. Eight items measuring idiocentrism were included on the employee questionnaire. Again, the referent for all items was the individual. Employees were asked to make their ratings on a 5-point Likert-type scale ranging from *to a very small extent* (1) to *a great extent* (5).

#### *Organizational Citizenship Behavior*

Each FSG manager was asked to rate the level of OCB performed by each of the employees under his/her supervision. The measure of OCB adapted for this study was the same as that used to measure CCB and was developed by Williams and Anderson (1991). Both OCB-

O and OCB-I were captured in this measure. The individual employee was used as the referent for all items. Five items were used to measure OCB-I and five for OCB-O. All ratings were done on a 5-point Likert-type scale ranging from *to a very small extent* (1) to *a great extent* (5).

## Results

### *Descriptive Statistics for Demographic Variables for Study I and II*

Selected demographic information for the complete sample is presented in Table 6. All participants (i.e., 553 employees and 79 managers) completed this part of the questionnaire. The general return rate was 60.57% for employees and 65.83% for managers (see Appendix D for a breakdown of return rates by company). The majority of the participants were between the ages of 18-30 (83.9% of employees; 59.5% of managers). Most of the participants were male (71.6% of employees and 78.5% of managers). Arabic was the first language of 96.4% of the employees and 98.7% of managers. Most of the participants (64.2% of employees, 72.1% of managers) attended some university courses or completed an undergraduate degree. Most of the participants were educated in Lebanon with 91.5% of employees and 97.4% of managers having attended high school and 79.2% of employees and 91.1% of managers having attended university there.

Only 17.5% of the employees and 27.8% of the managers had lived outside of Lebanon at some point in their lives. The sample for this study was drawn from four Lebanese provinces (i.e., Beirut, North, South, and Mount Lebanon) with 36.9% of employees and 21.5% of managers living in, and 38.5% of employees and 25.3% of managers working in, urban areas. The percentage of employees who work in the specific work areas/positions are as follows: 14.3% in kitchen; 68.5% in floor; 7.2% in administrative/support; and 8.0% in delivery. The percentage of managers who hold specific positions are as follows: 27.8% branch manager;



Table 6

*Study I and II Demographic Descriptive Statistics*

Variables	Employees		Managers	
	Frequency	Percent	Frequency	Percent
<b>Age</b>				
18-30 years	464	83.9	47	59.5
31-43 years	66	11.9	27	34.2
44-56 years	13	2.4	5	6.3
56+ years	2	0.4	0	0
Missing	8	1.4	0	0
Total	553	100.0	79	100.0
<b>Gender</b>				
Male	396	71.6	62	78.5
Female	155	28.0	17	21.5
Missing	2	0.4	0	0
Total	553	100.0	79	100.0
<b>Education</b>				
Elementary	14	2.5	0	0
Junior High	118	21.3	10	12.7
High School	52	9.4	7	8.9
Part of Uni	269	48.6	25	31.6
University	86	15.6	32	40.5
Grad. School	7	1.3	3	3.8
Other	5	0.9	2	2.5
Missing	2	0.4	0	0
Total	553	100.0	79	100.0
<b>Job Tenure</b>				
1 to 3 years	360	65.1	54	68.4
4 to 6 years	72	13.0	7	8.9
7 to 10 years	39	7.1	7	8.9
11 to 15 years	47	8.5	1	1.3
16+ years	18	3.3	2	2.5
Missing	17	3.1	8	10.1
Total	553	100.0	79	100.0
<b>Work Area</b>				
Kitchen	79	14.3	n/a	
Floor	379	68.5		
Admin/Supprt	40	7.2		
Delivery	44	8.0		
Missing	11	2.0		
Total	553	100.0		

69.6% unit supervisor; and 2.5% assistant branch manager. On average, 35.6% of the employees work between 162 and 221 hours and 36.9% work between 222 and 290 hours per month. Similarly, on average 24.1% of the managers work between 162 and 221 hours and 73.4% work between 222 and 290 hours per month. Finally, 65.1% of the employees and 68.4% of the managers have held their current job between one and three years; 13% of employees and 8.9% of managers between four and six years; 7.1% of employees and 8.9% of managers between seven and ten years; and 8.5% of employees and 1.3% of managers between eleven and fifteen years.

### *Study I Results*

#### *Hypotheses 1 and 2*

The first and second hypotheses were designed to assess whether CCB and cohesiveness emerged in the 62 different FSGs sampled. These hypotheses concern the demonstration of within-group agreement through the calculation of  $r_{WG(j)}$  (James, Demaree, & Wolf, 1984; LeBreton, Kaiser, & James, 2005); as well as, between-group differences through the calculation of an index of the reliability of group means (ICC(2)- Bliese & Halverson, 1998) and an index of interrater reliability (ICC(1)- James, 1982) for both variables. In summary, both hypotheses were supported. Concerning within-group agreement, the  $r_{WG(j)}$  was calculated for each group separately first for CCB and then for cohesiveness. It should be noted that CCB (and cohesiveness) is (are) demonstrated to have emerged in a FSG if the  $r_{WG(j)}$  for that group is 0.70 or higher (Klein et al., 2000). Based on this criterion, the results suggest that: (1) CCB emerged in 57 of the 62 FSGs thereby providing support for Hypothesis 1a; and (2) cohesiveness emerged in 44 of the 62 FSGs thereby providing support for Hypothesis 2a. In general, where the mean  $r_{WG(j)}$  for CCB across the 62 groups was 0.86, ranging from 0.31 - 0.98; the mean  $r_{WG(j)}$  for

cohesiveness across the 62 FSGs was 0.64, ranging from 0.07 - 0.96. These two results therefore, provide initial justification for aggregation of individual group member ratings of CCB (and cohesiveness) to the FSG level in specific groups (i.e., 57 for CCB and 44 for cohesiveness). Second, concerning the between-group differences, the omnibus ICC(2) and ICC(1) indices were calculated across all 62 FSGs. With the ICC(2) index, values equal to or above 0.70 can be interpreted as demonstrating that the FSG means can be reliably differentiated and values between 0.50 - 0.70 as marginally so (Bliese, 2000; Castro, 2000). For CCB the ICC(2) was equal to 0.73 indicating that the FSG means are reliable and can be differentiated from one another thereby providing support for Hypothesis 1b. For cohesiveness the ICC(2) was equal to 0.63, indicating that cohesiveness is marginally significant; thereby providing support for Hypothesis 2b.

With the ICC(1) index, significance is assessed with an *F*-test (Castro, 2000). However, due to the unequal number of respondents in the FSGs, an adjusted '*n*' was used in the calculation of the sum of squares upon which the *F*-test is based (see Bliese & Halverson, 1998 or chapter one of this dissertation for this adjusted formula). For CCB the ICC(1) was 0.23, where  $F(61, 486) = 3.70$  and was significant at the 0.01 level; thereby indicating that 23% of the variability in employees' CCB responses are a function of FSG membership and providing support for Hypothesis 1c. For cohesiveness the ICC(1) was 0.16, where  $F(61, 486) = 2.67$  was significant at the 0.01 level; thereby providing support for Hypothesis 2c. In reference to considering measures of practical significance, ICC(1) is similar to omega square save that the independent variable is "random" (Barnette, 2001) as is the case in this study. In line with this therefore, ICC(1) can be used as an inferential statistic that assesses effect size. Following the recommendations of Ukoummunne, Guilford, Chinn, Sterne, and Burney, (1999) the measure of

effect size for ICC(1) for CCB was 2.82 and for cohesiveness was 2.27. Both results are above a value of 2.0 suggesting support for aggregation to the group level (Muthen & Satorra, 1995).

Taken together, the calculation of these indices provides good support for the emergence of CCB and cohesiveness in the different FSGs. It is important to note that in all the FSGs where cohesiveness emerged so too did CCB. Therefore, in total, 44 FSGs provided the context in which *both* group level constructs emerged. Therefore, any subsequent analyses involving both constructs will be restricted to these specific groups.

#### *Confirmatory Factor Analysis of CCB*

The employee responses included in the confirmatory factor analysis correspond only to the FSGs in which CCB had emerged (57 FSGs, with 511 responses). Attempting to confirm the factor structure or dimensions of CCB based on the complete data set (i.e., including data drawn from FSGs in which CCB has not emerged) does not make theoretical sense and would be akin to a misspecification bias (Rousseau, 1985).

A confirmatory factor analysis (CFA) with maximum likelihood estimation was conducted with the PC-version of AMOS 6. The analysis involved examining the factor structure of the CCB measure on the employee questionnaire (items 1-10, part 2 of 4). This measure was designed to tap two dimensions of this construct; namely, CCB-O and CCB-I. The two-factor solution previously found in the literature for individual-level OCB (i.e., OCB-O and OCB-I) was expected to also be found for CCB (i.e., CCB-O and CCB-I) based on the theoretical isomorphic relationship speculated to exist between OCB and CCB. Similar to the results found in previous research at the individual-level of analysis for the two dimensions of OCB (e.g., Organ & Konovsky, 1989:  $r = 0.52, p < 0.01$ ; Williams & Anderson, 1991:  $r = 0.52, p < 0.50$ ), CCB-I and CCB-O were also expected to be correlated.

Given the main purpose of CFA, a number of statistics are important to take into consideration and report. First, the correlation between the two latent variables (i.e., CCB-O and CCB-I) was computed. Second, to assess how well the theoretical two-factor model represented the sample data, the chi-square statistic ( $\chi^2$ ) was computed first (for which a non significant result is best), followed by a number of incremental fit statistics. These latter statistics included: the comparative fit index (CFI), the Tucker-Lewis Index (TLI), the parsimonious normed fit index (PNFI), as well as the root mean square error of approximation (RMSEA). It should be noted that for the CFI and TLI values greater than 0.95 constitute good fit and values greater than 0.90 acceptable fit (Medsker, Williams, & Holahan, 1994). For the PNFI, values greater than 0.6 indicates a good fit (Yao, Chen, Jiang, & Tam, 2007). For the RMSEA, it has been suggested that values less than 0.05 constitute good fit, values in the 0.05 - 0.08 range acceptable fit, values in the 0.08 - 0.10 range marginal fit, and values greater than 0.10 poor fit (Browne & Cudeck, 1992). In addition it has been recommended that researchers report the 90% confidence interval for the RMSEA (Boomsma, 2000). Finally, the unstandardized and standardized regression weights of the items on their relevant factor were also computed.

The results of the CFA suggest that the correlation between the two latent variables was 0.60. This indicates that, as expected, the CCB-I and CCB-O are indeed correlated in this sample. The chi-square was significant where,  $\chi^2(34) = 74.76, p < 0.001$ . The descriptive fit statistics indicate that the two-factor model produced an acceptable fit to the data for this sample: CFI = 0.94, TLI = 0.90, PNFI = 0.56 and the RMSEA was 0.048, with approximately 90% confidence that the population RMSEA for the model is between 0.034 and 0.063. A summary of

Table 7

*Summary of Regression Weight Estimates for CCB Items*

Item	Factor	Regression Weights				
		Unstandardized				Standardized
		Estimate	S.E.	C.R.	P	Estimate
1	CCB-I	1.00	-	-	-	0.60
2	CCB-I	1.03	0.10	10.13	***	0.63
3	CCB-I	0.88	0.09	9.93	***	0.61
4	CCB-I	1.19	0.12	10.35	***	0.66
5	CCB-I	0.92	0.11	8.75	***	0.52
6	CCB-O	1.00	-	-	-	0.32
7	CCB-O	0.19	0.21	0.93	.35	0.05
8	CCB-O	2.03	0.41	4.99	***	0.64
9	CCB-O	1.65	0.33	4.97	***	0.57
10	CCB-O	0.68	0.29	2.37	.02	0.15

Note.  $n = 511$ .\*\*\*  $p < 0.001$

the estimates concerning the unstandardized and standardized regression weights of the 10 items are presented in Table 7. Examination of the unstandardized regression weights presented in this table suggests that the unconstrained estimates for all items were significant ( $p < 0.001$ ) except for item 7 (i.e., in this group, employees do not take extra breaks) and item 10 (i.e., the employees in this group do not spend a great deal of time on personal phone conversations). Examination of the standardized regression weights indicated similar results with the regression weights for all items above 0.30, except for item 7 (0.05) and item 10 (0.15). It can be noted that in fact all loadings were above 0.50 except items 7, 10, and 6 (i.e., work attendance of employees in this group is better than it is in other groups). Taken together, the results from the CFA suggest that a two-factor model is appropriate for use for the rest of the analyses.

### *Hypotheses 3*

Hypothesis 3 predicted that the mean level of cohesiveness is positively related to the mean level of CCB-I. In preparation for the random-effects bivariate linear regression that was conducted to test this hypothesis, the data were examined to determine whether any of the assumptions for linear regression were violated. More specifically, the assumptions of linearity, normality of error distribution, homoscedasticity, independence, and model specification were examined. Taken together, the tests verify that the data meet the assumptions of linear regression and that no single FSG is substantially different from the other FSGs to warrant concern that the results of the analysis would be altered.

#### *Random-effects bivariate linear regression.*

A random-effects bivariate linear regression was conducted to directly test Hypothesis 3. In general format the basic equation underlying this analysis can be represented as:

$$Y_i = b_0 + b_1 X_i + \epsilon_i, \quad (6)$$

where  $Y$  is the outcome variable CCB-I,  $X_i$  each participant's score on the predictor variable cohesiveness,  $b_1$  is the slope,  $b_0$  is the intercept of the regression line, and  $\epsilon_i$  is the residual term.

The regression analysis was conducted on the average CCB-I and average cohesiveness for each of the 44 FSGs. FSG size was entered first in the analysis as a control variable. The initial results from this analysis suggest that using the model is beneficial for predicting the mean level of CCB-I where  $F(2, 41) = 33.43, p < 0.001$ . Furthermore, the results suggest a strong correlation between the mean level of cohesiveness and the mean level of CCB-I, where  $r = 0.79$ , and  $R^2$  was 0.62. This latter statistic suggests that the regression does a good job of modeling CCB-I with approximately 62.0% of the variation in the mean level of CCB-I accounted for by its linear relationship with the mean level of cohesiveness, after controlling for FSG size. Examination of the coefficient table indicates that cohesiveness significantly contributes to the prediction of CCB-I where  $\beta$  (unstandardized coefficient) for the slope was 0.76,  $se = 0.09$ , and the t-test for the slope was significant with  $t(42) = 8.12, p < 0.001$ . Furthermore, the  $\beta$  the intercept was 0.83,  $se = 0.37$ , and the t-test for the intercept was significant with  $t(42) = 2.27, p < 0.05$ .

As hypothesized therefore, the between-group differences in the mean level of cohesiveness is positively related to the mean level of CCB-I. In terms of practice, this indicates that the higher the mean level of cohesiveness in a particular FSG, the higher the level of CCB-I demonstrated by its members. Based on the above statistics, the regression equation for predicting the between-group differences in the mean level of CCB-I is:

$$\text{Predicted Mean CCB-I} = 0.76 \text{ Mean Cohesiveness} + 0.83 \quad (6)$$

In conclusion, group-level cohesiveness seems to be an important predictor of CCB-I in Lebanese food service groups.



*Common source bias.*

Data for cohesiveness were also collected from managers within each FSG. These data were used to conduct an additional random-effects bivariate linear regression. Single-manager ratings of food service group cohesiveness (five items) were regressed on the multiple group members' ratings of CCB-I (five items). This analysis was conducted in the same manner described above and indicated that again the variation in the mean level of CCB-I is accounted for by its linear relationship with the mean level of cohesiveness, after controlling for FSG size.

*Study II Results**Confirmatory Factor Analysis of OCB*

As was done for the two-factor model of CCB-I and CCB-O, a second confirmatory factor analysis (CFA) with maximum likelihood estimation with the PC-version of AMOS 6 was conducted here for the individual level variable OCB. This analysis involved examining the factor structure of the OCB measure on the manager questionnaire (items 1-10, part 2 of 5). The two-factor model previously found for OCB (i.e., OCB-O and OCB-I) in Western-based research was also expected to be found with this Lebanese sample. Similar to the results found in previous research OCB-I and OCB-O were also expected to be correlated. To assess how well this two-factor model represented the data, the correlation between the two latent variables (i.e., OCB-I and OCB-O) was computed first followed by the computation of the:  $\chi^2$ , CFI, TLI, PNFI, and RMSEA indices. The unstandardized and standardized regression weights of the items on their relevant factor were also computed as presented in Table 8.

The results of the CFA suggest that OCB-I and OCB-O were indeed found to be correlated ( $r = 0.75$ ) in this sample. The chi-square statistic was significant where  $\chi^2(34) = 301.39, p < 0.001$ . The descriptive fit statistics indicated that the two-factor model did not

produce an acceptable fit to the data (CFI = 0.87, TLI = 0.80, PNFI = 0.53, and RMSEA = 0.117). Examination of the item correlation matrices revealed that items 8 (i.e., this employee does not take extra breaks) and 9 (i.e., this employee does not spend a great deal of time on personal phone conversations) on the OCB measure were highly correlated (where the difference between the correlation and the implied correlation was 0.176). When the error terms for these two measures are allowed to correlate in the model represented in the confirmatory factor analysis, the results suggest a better fit of the data to the model. Although the chi-square statistic for this second model remained significant, where:  $\chi^2(33) = 138.64$ ,  $p < 0.001$ , the descriptive fit statistics indicated acceptable fit to the data. These statistics are as follows: CFI = 0.95, TLI = 0.92, PNFI = 0.56, and the RMSEA was 0.075, with approximately 90% confidence that the population RMSEA for the model is between 0.062 and 0.088. A summary of the estimates concerning the unstandardized and standardized regression weights of the 10 items are presented in Table 8.

Examination of the unstandardized regression weights presented in this table suggests that the unconstrained estimates for all items were significant ( $p < 0.001$ ). Examination of the standardized regression weights indicated that the regression weights for all items were at least above 0.27 with the majority of items falling above 0.50. Taken together, these results generally indicated that the previously identified two-factor structure of OCB (i.e., OCB-O and OCB-I) is also relevant to this Lebanese sample. It is of interest here to note that, although a CFA on the hypothesized two factor model of OCB-O and OCB-I in data drawn from a Western sample could not be found in the OCB literature, a CFA on a three-factor model of OCB-O, OCB-I and in-role performance in China demonstrated similar results where:  $\chi^2(2175) = 3668.92$ ,  $p < 0.01$ ,

Table 8

*Summary of Regression Weight Estimates for OCB Items*

Item	Factor	Regression Weights				
		Unstandardized				Standardized
		Estimate	S.E.	C.R.	P	Estimate
1	OCB-I	1.00	-	-	-	0.80
2	OCB-I	0.92	0.05	18.86	***	0.75
3	OCB-I	0.94	0.05	18.99	***	0.75
4	OCB-I	1.12	0.05	21.83	***	0.84
5	OCB-I	0.91	0.05	17.17	***	0.69
6	OCB-O	1.00	-	-	-	0.48
7	OCB-O	0.90	0.11	8.44	***	0.54
8	OCB-O	0.64	0.11	5.65	***	0.30
9	OCB-O	0.63	0.13	5.03	***	0.27
10	OCB-O	1.22	0.13	9.51	***	0.75

Note.  $n = 575$ .\*\*\*  $p < 0.001$

the descriptive fit statistics indicated acceptable fit to the data. These statistics are as follows: CFI = 0.96 and the RMSEA was 0.06 (Mayer & Gavin, 2005). A second Chinese study found similar results where:  $\chi^2(32) = 148.77, p < 0.01$ , the descriptive fit statistics indicated acceptable fit to the data (CFI = 0.91) (Chen & Francesco, 2003).

#### *Means, Standard Deviations, and Intercorrelations for Study II Variables*

Table 9 provides the means, standard deviations, and intercorrelations for the general variables included in the HLM analysis. More specifically, the statistics are listed for the global constructs of OCB, allocentrism, and idiocentrism. It should be noted that nine FSGs were dropped from the analyses due to incomplete data sets (i.e., a manager did not rate all employees; a manager did not fill out the questionnaire; or an insufficient number of employees in a particular FSG filled the questionnaires). Therefore, although CCB was demonstrated to have emerged in 57 FSGs (see results of Study I), the actual HLM analyses were in fact conducted with a total 48 FSGs composed of a total of 386 employees and 48 managers. These FSGs ranged in size from four to 17 employees with a mean size of 8.04. The demographic characteristics of these participants very closely mirrored those described for the full sample (i.e., 558 employees and 79 managers) and therefore will not be repeated here.

#### *Hierarchical Linear Modeling*

The Study II hypotheses each specify the level (individual or FSG) for each predicted relationship. Together, the hypotheses described a cross-level model that proposes: lower-level effects (Hypotheses 5 - 8), cross-level main effects (Hypotheses 4 and 9), and cross-level moderating effects (Hypotheses 10 and 11). In the HLM analyses four types of models were specified to test these eight hypotheses. All of these analyses were computed using HLM 6 © Scientific Software International, Inc.

Table 9

*Individual Level Statistics and Correlations for Global Constructs*

	Mean	Std. Dev.	1	2	3	4
OCB	3.33	0.68	1.00			
Allocent.	4.13	0.49	0.04	0.79**	1.00	
Idiocent.	3.61	0.49	0.18**	0.80**	0.26**	1.00

Note.  $n = 386$ .

\*\*  $p < 0.01$ . One-tailed tests.

Before detailing the four models it is important to consider, as discussed by Hofmann (1997) and Hofmann et al. (2000), the data scaling alternatives that are available and appropriate to the hypotheses. This is important because in HLM the slope parameter represents the expected increase in OCB for a unit increase in CCB, while the intercept parameter represents the expected value of OCB when cultural orientation is zero (i.e., allocentrism = 0; idiocentrism = 0). But what does it mean to have a cultural orientation of zero (Hofmann et al., 2000)? In order to make the intercepts more meaningful and the results of the first three models more interpretable, the level-1 predictors were rescaled using grand-mean centering. With grand mean centering the level 1 intercepts ( $\beta_{0j}$ ) now represent the expected value of OCB when cultural orientation (or allocentrism or idiocentrism) is at the sample mean. "Grand mean centering has been shown to provide equivalent model fits as raw metric approaches, but usually results in a computational advantage by reducing the covariance between the intercept and slope parameters" (Kidwell et al. 1997, p. 784). This choice of centering is appropriate for the first three models used to test the lower-level effects (Hypotheses 1- 8) as well as to test the cross-level main effects (Hypotheses 4 and 9). Therefore, to reiterate, because the level-1 predictor variables are not meaningful and because in HLM the level-1 parameters are used in subsequent estimations (i.e., level-1 intercepts and slopes are used as dependent variables in level-2 equations) and therefore can influence the interpretation of level-2 intercept and slope models, it is crucial that the meaning of these variables be clear and clarity can be achieved here through grand mean centering. Here, the grand mean of, for example, allocentrism is subtracted from each individual's allocentrism score.

*Estimating the null model.*

The first model is the *null model*. This model examines whether there is variation in OCB at both the individual and FSG levels. This model assesses whether there is systematic between group variance in OCB by partitioning the total variance in OCB into its within-unit and between-unit components (equivalent to conducting a one-way analysis of variance). This model does not include individual or FSG level predictors and therefore the variance in the OCB measures is implicitly regressed onto a unit vector, producing a regression-based intercept estimate (Hofmann et al., 2000, p. 480). Results of this model revealed that for OCB  $\tau_{00} = 0.15$ ,  $df = 47$ ,  $\chi^2 = 221.20$ ,  $p < 0.001$  and therefore suggests that systematic between group variance in OCB exists. This model also produces statistics that can be used to recalculate the ICC(1) for the 48 FSGs. ICC(1) was significant and indicated that 32% of the variance in OCB lies between these FSGs. Significance of this unit level variance component suggests that exploration of unit-level antecedents is worthwhile. Additionally, significance of the ICC(1) is the first requirement for testing the cross-level main (Hypotheses 4 and 9) and moderating effects (Hypotheses 10 and 11) hypothesized.

*Estimating random coefficient regression models.*

This second type of model was used to assess: (1) whether there is significant between group variance in the intercepts ( $\beta_{0j}$ ) and slopes ( $\beta_{1j}$ ) estimated in the level 1 model; as well as, (2) whether the four different individual-level relationships hypothesized in this study are supported (Hypotheses 5 - 8). With regard to the first, it should be noted that demonstration of significant between-group variance is a necessary precondition for subsequent model estimations and the testing of Hypotheses 4, and 9-11. For Hypothesis 4 and 9 (cross level main effects), significant between-group variance in the intercepts is needed; and for the remaining two hypotheses (cross level moderation effect) significant between-group variance in the slopes is

required. To assess whether these between-group variances exist, four separate random coefficient regression models were estimated. Each of these four models included the following as the level 1 predictor and outcome:

1. grand mean centered allocentrism and OCB (H5)
2. grand mean centered idiocentrism and OCB (H6)
3. grand mean centered allocentrism and OCB-I (H7)
4. grand mean centered idiocentrism and OCB-I (H8)

In practice, to test whether significant between-group variance in the intercepts ( $\beta_{0j}$ ) and slopes ( $\beta_{1j}$ ) exist, the  $\chi^2$  statistic is calculated based on the intercept ( $\tau_{00}$ ) and slope ( $\tau_{11}$ ) variance estimates. For ease of presentation these statistics for the above four models are provided in Table 10. In addition to these statistics Table 10 also presents the correlation between the intercept and slope correlation estimates for the four models (i.e., Tau as correlations). These latter estimates are given in the form of a correlation ( $r$ ) and indicate the extent to which the slopes and intercepts vary together across the FSGs. The correlations for the four models ranged from 0.04 – 0.98, with the latter demonstrating that the slope and intercept for the idiocentrism-OCB model vary together very strongly.

The results of the  $\chi^2$  tests provide two important pieces of information concerning subsequent model estimations. First, the results show that the variance estimates for the predictors' intercept parameters ( $\tau_{00}$ ) in all four models were significant. This suggests that for allocentrism and idiocentrism the variance in the intercept parameters were significantly different from zero. This therefore suggests further that the precondition for testing the cross level main effect relationships between FSGs' CCB and employee OCB (Hypotheses 4 and 9) have been met.



Table 10

*Intercept and Slope Parameters and Covariance for the Random Coefficient Regression Models*

		Individual Level Predictor	Individual Level Outcome	$\tau_{00}$ , $df$ , $\chi^2$ $\tau_{11}$ , $df$ , $\chi^2$
1	H5	Allocentrism	OCB	$\tau_{00} = 0.15$ , $df = 47$ , $\chi^2 = 206.83^{***}$ $\tau_{11} = 0.01$ , $df = 47$ , $\chi^2 = 54.03$ Tau (as Correlation) $r = 0.04$
2	H6	Idiocentrism	OCB	$\tau_{00} = 0.13$ , $df = 47$ , $\chi^2 = 158.43^{***}$ $\tau_{11} = 0.08$ , $df = 47$ , $\chi^2 = 66.92^*$ Tau (as Correlation) $r = 0.29$
3	H7	Allocentrism	OCB-I	$\tau_{00} = 0.17$ , $df = 47$ , $\chi^2 = 158.08^{***}$ $\tau_{11} = 0.08$ , $df = 47$ , $\chi^2 = 73.97^{**}$ Tau (as Correlation) $r = 0.06$
4	H8	Idiocentrism	OCB-I	$\tau_{00} = 0.16$ , $df = 47$ , $\chi^2 = 134.39^{***}$ $\tau_{11} = 0.02$ , $df = 47$ , $\chi^2 = 60.66$ Tau (as Correlation) $r = 0.98$

\*  $p < 0.05$ , \*\*  $p < 0.01$ , and \*\*\*  $p < 0.001$

Second, the results show that the variance estimates for the predictors' slope parameters ( $\tau_{11}$ ) were significant for the relationship between idiocentrism-OCB (precondition for Hypothesis 11) but not for the relationship between allocentrism-OCB (precondition for Hypothesis 10). Due to the fact that the slope variance parameters are significantly different from zero for only one of these two relationships the precondition for testing cross level moderation effects have not been fully met. More specifically, this suggests that although we can test the moderating effect of CCB on the relationship between idiocentrism and OCB (Hypothesis 11), we cannot test the relationship between allocentrism and OCB (Hypothesis 10).

With regard to the second (i.e., whether the hypothesized individual-level relationships were significant), the random coefficient regression models estimated provide direct tests of these four hypotheses through the computation of t-tests for the level 2 slope parameter estimates (i.e., whether the pooled level 1 slopes are significantly different from zero). Table 11 presents these results. In total, two of the four individual level relationships were supported. In general, the results indicated that where: (1) allocentrism, contrary to the hypotheses and to previous Western research, was not found to be related to an individual's performance of OCB or OCB-I; (2) idiocentrism, on the other hand, was found to be related to an individual's performance of OCB and OCB-I; however, this relationship was in the opposite direction than was predicted. Table 11 also presents the  $R^2$  values associated with the supported relationships between idiocentrism - OCB/OCB-I. These  $R^2$  values represent the magnitude of each relationship (Hofmann et al., 2000).

*Estimating intercepts as outcomes models.*

This third type of model was used to assess: (1) whether there remains systematic level 2 variance that could be potentially explained by the addition of other level 2 predictors; as well as,

(2) whether the two cross level main effects hypothesized in this study are supported (Hypothesis 4 and 9). With regard to the first, given that the level 2 equation in this model now includes CCB, the variance in the level 2 intercept residual parameter ( $\tau_{00}$ ) represents the residual variance in the mean level of OCB across groups. To test if  $\tau_{00}$  is significant and therefore that significant residual variance across groups remains to be explained  $\chi^2$  test is computed. For OCB  $\tau_{00}$  was significant ( $\tau_{00} = 0.12$ ,  $df = 46$ ,  $\chi^2 = 161.18$ ,  $p < 0.001$ ).

With regard to the testing of the cross-level main effects, it should be noted that given that in the previous models, it was demonstrated that the variance estimates for the predictors' intercept parameters ( $\tau_{00}$ ) in the relevant models were significant, the next step is to test if this variance is significantly related to FSG CCB. To do this, an intercept as outcome model was estimated which is similar to the random coefficient regression model with the addition of CCB as a level 2 predictor of the between-group variance in the intercept term across groups. In effect, the estimation of this model serves as a direct test of the cross-level main effect of CCB on OCB after controlling for individual-level cultural orientation (Hypothesis 9). More specifically, t-tests associated with the level 2 slope parameter ( $\gamma_{01}$ ) provide a direct test of this hypothesis. The t-test indicates a reduction in slope variance at level 1 after including level 2 predictors and therefore provides support for this hypothesis ( $\gamma_{01} = 0.56$ ,  $se = 0.18$ ,  $t(46) = 3.06$ ,  $p < 0.01$ ), indicating that individuals will display higher levels of OCB in FSGs with higher levels of CCB, after controlling for individual level cultural orientation. Furthermore,  $R^2$  provides an estimate of the change in variance of the intercept with the addition of the level 2 predictor. For this model  $R^2$  was 0.20. An additional intercept as outcome model was estimated to test the hypothesized cross level main effect of CCB on OCB without controlling for any other variables. Although, this hypothesized relationship is at root the same as Hypothesis 4, it was retained in order to preserve

Table 11.

*Gamma Parameters Estimates of Level-1 Variable Slopes*

		Individual Level Predictor	Individual Level Outcome	Hypothesis Supported	R <sup>2</sup>	$\gamma_{10}$ , <i>se</i> , <i>t-test</i>
1	H5	Alloc.	OCB	No	--	$\gamma_{10} = 0.07$ , <i>se</i> = 0.07, <i>t</i> (47) = 1.07
2	H6	Idioc.	OCB	Yes	0.06	$\gamma_{10} = 0.20$ , <i>se</i> = 0.08, <i>t</i> (47) = 2.54*
3	H7	Alloc.	OCB-I	No	--	$\gamma_{10} = 0.06$ , <i>se</i> = 0.08, <i>t</i> (47) = 0.78
4	H8	Idioc.	OCB-I	Yes	-0.60	$\gamma_{10} = 0.14$ , <i>se</i> = 0.07, <i>t</i> (47) = 2.07*

\*  $p < 0.05$

consistency with the main body of this study. The t-test relevant for this hypothesis provided strong support for the cross-level relationship between CCB and OCB without controlling for any other variables ( $\gamma_{01} = 0.57$ ,  $se = 0.18$ ,  $t(46) = 3.23$ ,  $p < 0.01$ ). In order to assess the magnitude of this relationship, again of  $R^2$  was calculated, where  $R^2 = 0.24$  (Hofmann et al., 2000).

#### *Estimating slopes as outcomes models*

This fourth and final type of model is used to assess whether the variance in the slopes from the within-unit regression is associated with the level of CCB in the FSGs. This builds on the previous model by adding a test of the cross-level moderating effect of CCB on the individual-level relationship between cultural orientation and OCB. To do this the slopes from the individual-level model are used as outcome measures for this model. This fourth type of model therefore could serve as a direct test of the last two hypotheses (Hypothesis 10 and 11). However, due to the results found in the random coefficient regression models estimated (i.e., that the slope variance parameter for allocentrism-OCB was not significant), only the moderating effect of CCB on the relationship between idiocentrism and OCB (Hypothesis 11) can be tested.

Issues of centering are important to reconsider here before estimating this final model. The centering technique used in the previous models may no longer be appropriate here because, as noted by Hofmann and Gavin (1998) when cross level moderation effects are being tested grand mean centering can confound the cross level interaction with a between group interaction (p. 637). Group mean centering has been suggested as a more appropriate scaling technique than grand mean centering because it yields a more consistent estimate of the within-group slope and therefore provides a more accurate estimation of the cross level moderation (Hofmann & Gavin, 1998; Kidwell et al, 1997). In the current analysis, following the recommendation of Hofmann et

al. (2000), the final model was estimated twice. Initially, in line with the centering technique used in the previous three models, grand mean centering was used; this was then followed by a re-estimation of the final model using the alternate group mean centering technique. To do the latter; however, Hofmann et al. (2000) recommend the following steps: (1) that the individual level idiocentric (predictor) data be group mean centered; (2) that the group mean of idiocentrism be calculated for each FSG and that these values then be added to the level-2 intercept model in the HLM program; and (3) that the cross-level moderation effect be retested.

Following the above recommendations, the final model was estimated twice and the results of both models indicated that the parameter estimates were not significant (grand mean centered:  $\gamma_{11} = 0.29$ ,  $se = 0.16$ ,  $t(46) = 1.85$ ,  $p = 0.07$ ; group mean centered:  $\gamma_{11} = 0.24$ ,  $se = 0.17$ ,  $t(46) = 1.43$ ,  $p = 0.16$ ). In addition to these statistics, the intercept and slope covariance estimates were calculated for both models (grand mean centered:  $r = 0.12$ ; group mean centered:  $r = 0.14$ ). Taken together, this suggests therefore that the level of CCB does not moderate the relationship between idiocentrism and the performance of OCB in the Lebanese FSGs sampled. Therefore, Hypothesis 11 was not supported. It should be noted that Table 12 provides a summary of all the estimated models from the HLM.

Table 12.

*Summary of Estimated Models for HLM*

Model	Parameter Estimates						
	$\gamma_{00}$	$\gamma_{01}$	$\gamma_{10}$	$\gamma_{11}$	$\sigma^2$	$\tau_{00}$	$\tau_{11}$
<b>Null</b>	3.30	-	-	-	0.32	0.15	-
L1: $OCB_{ij} = \beta_{oj} + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + U_{oj}$							
<b>Random - Coefficient</b>							
L1: $OCB_{ij} = \beta_{oj} + \beta_{1j}(\text{allo}) + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + U_{oj}$ L2: $\beta_{1j} = \gamma_{10} + U_{1j}$	3.30	-	0.07	-	0.32	0.15	0.01
L1: $OCB_{ij} = \beta_{oj} + \beta_{1j}(\text{idio}) + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + U_{oj}$ L2: $\beta_{1j} = \gamma_{10} + U_{1j}$	3.30	-	0.20	-	0.30	0.13	0.08
L1: $OCB_{ij-I} = \beta_{oj} + \beta_{1j}(\text{allo}) + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + U_{oj}$ L2: $\beta_{1j} = \gamma_{10} + U_{1j}$	3.27	-	0.06	-	0.50	0.17	0.08
L1: $OCB_{ij-I} = \beta_{oj} + \beta_{1j}(\text{idio}) + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + U_{oj}$ L2: $\beta_{1j} = \gamma_{10} + U_{1j}$	3.29	-	0.14	-	0.52	0.16	0.02
<b>Intercept-as-outcomes</b>							
L1: $OCB_{ij} = \beta_{oj} + \beta_{1j}(\text{CO}) + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + \gamma_{01}(\text{CCB}_j) + U_{oj}$ L2: $\beta_{1j} = \gamma_{10} + U_{1j}$	1.36	0.56	0.21	-	0.29	0.12	0.22
L1: $OCB_{ij} = \beta_{oj} + \beta_{1j} + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + \gamma_{01}(\text{CCB}_j) + U_{oj}$ L2: $\beta_{1j} = \gamma_{10} + U_{1j}$	1.34	0.57	-	-	0.32	0.11	-
<b>Slope-as-outcomes</b>							
L1: $OCB_{ij} = \beta_{oj} + \beta_{1j}(\text{idio}) + r_{ij}$ L2: $\beta_{oj} = \gamma_{00} + \gamma_{01}(\text{CCB}_j) + U_{oj}$ L2: $\beta_{1j} = \gamma_{10} + \gamma_{11}(\text{CCB}_j) + U_{1j}$	1.38	0.56	0.17	0.24	0.30	0.12	0.66

## Discussion

This research examined the organizational citizenship phenomena from within a cross level and specific cultural framework. In general, there are a number of significant findings that potentially contribute to the organizational literature.

### Unit Level Link between Cohesiveness and CCB

Study I examined the emergence of two group level constructs (i.e., cohesiveness and CCB) as well as their relationship at the group level of analysis. The first set of results of Study I indicate that justification of aggregation for both cohesiveness and CCB has been demonstrated. This supports the notion that both Collective Citizenship Behavior and cohesiveness can be analyzed at the group level and represent relevant group level characteristics in the Lebanese cultural context. These group level constructs have also been shown to have emerged in another non-Western setting; namely, China (Chen et al., 2005).

### *Justification of Aggregation*

The methodological steps required to justify the aggregation of employee provided data to the group level for analysis have often been controversial (James, 1983; 1984; Kozlowsky & Klein, 2000; Rousseau, 1985) and have inappropriately been applied in unit level research. For example, Somech and Drach-Zahavy (2004) explored the relationship between unit-specific contextual attributes and unit-level OCB. The measurement of unit-level OCB was obtained by asking the school principal to rate each teacher in her/his school on their level of engagement in OCB-O and OCB-I. The multiple responses made by the supervisor of each school were then aggregated to the school level for statistical analysis. However, the aggregation of one person's (the principal's) perceptions of each school member's OCB performance (as was used in their study) *is not the same as* the aggregation of the teachers' ratings of the overall level of OCB in



their school. Where the first is the aggregation of multiple ratings of *multiple targets* by one source, the second is the aggregation of multiple ratings of *a single target* by multiple sources. Using the first can at best, suggest that the school principal perceives the different teachers within his/her school to engage in OCB similarly and not, as suggested by the researchers, that the teachers themselves (i.e., the “whole group’s view of OCB,” p. 290) agree that the general engagement in OCB among teachers is similar. The need to maintain consistency between the level of theory, measurement, and analysis is critical in group level research (Rousseau, 1985). Researchers can consider using either the referent shift consensus method (Chan, 1998) *or* a single-rater measure of overall OCB (e.g., Ehrhart, 2004) within the unit as a basis for aggregation.

#### *Dimensions of CCB*

Study I also examined the factor structure of CCB. The results suggest that, in general, the two-factor structure previously found for OCB (i.e., OCB-O and OCB-I) also applies to CCB. This therefore implies that content domain of CCB, when applied at the group level of analysis and in Lebanon, can usefully be divided into collective behaviors directed toward other group members versus collective behaviors directed at the organization in general. This implies further, although indirectly, that the functional relationship between OCB and CCB can indeed be conceptualized, as has been done in this dissertation, as isomorphic. By demonstrating that the dimensions are similar for both OCB and CCB, support is given to the theoretical assertion made earlier in this dissertation that the constituent components of the Organizational Citizenship Phenomenon are similar across levels of analysis (House et al., 1995, p. 87). This therefore implies that the theoretical processes by which individual behavior (e.g., OCB) amplified and culminated into CCB were compositional in nature (Kozlowski & Klein, 2000). Therefore the

conceptualization of compositional bottom-up processes (and therefore an isomorphic of emergence) to describe CCB is indirectly supported in this sample.

#### Cross Level Link between CCB and Individual Level Variables

Study II examined three types of relationships occurring at two levels of theory and analysis: (1) the individual level relationship between the dimensions of cultural orientation and OCB; (2) the top down cross level direct relationship between CCB and OCB; and (3) the top down cross level moderating influence that CCB may have on the relationship between cultural orientation and OCB.

#### *Individual Level Relationships*

Beginning at the lowest-level, when the relationship of allocentrism or idiocentrism with OCB is examined, the results suggest a number of surprising findings. First, the hypothesized positive relationship between allocentrism and OCB is not supported with these data drawn from Lebanon. This result is contrary to the results of a number of studies conducted with Western samples (e.g., Moorman & Blakely, 1995; Schmeling, 2001; Van Dyne et al., 2000). A possible explanation for this finding could concern perceptions of these employees and whether they perceive their coworkers as in-group members. Triandis, Bontempo, Villareal, Asai, Lucca, and Piedras (1988) suggest that in collectivist cultures, the individual has few in-groups (often just one) and frequently everybody else is in the out-group. Based on this therefore, it could be that these employees do not perceive their coworkers to be in-group members but rather as out-group members and therefore, in the present Lebanese work context, do not feel an obligation toward supporting coworkers nor toward maintaining a positive organizational, social, and psychological work environment.

The importance of this in-group versus out-group divide in collectivist cultures can perhaps shed some light on the different finding with this Lebanese sample in comparison to the positive allocentric-OCB relationship found in the West. As Triandis et al. (1988) note:

In collectivist cultures, cooperation is high in ingroups but is unlikely when the other person belongs to an outgroup. The same phenomenon can be observed in individualist cultures, but the difference between ingroup and outgroup is attenuated. People in individualist cultures are very good at meeting outsiders, forming new ingroups, and getting along with new people" (p. 325).

Therefore, this easing of the in-group versus out-group divide as well as the greater tendency to form new in-groups may explain why a positive link was found between allocentrism and OCB in Western individualist cultures but not in the Lebanese collectivist culture.

The second surprising finding concerned the hypothesized relationship between idiocentrism and OCB. The results suggested support for the hypothesis but in the opposite direction. That is, in general, an employee who has a tendency towards viewing the self as separate from others is likely to engage in OCB. Again, this result is different from previously established negative relationship between idiocentrism and OCB with Irish blue collar workers (i.e., a Western sample) where an employee with this orientation is less likely to engage in OCB (Ramamoorthy & Flood, 2004). A possible explanation for this unexpected positive relationship between idiocentrism and OCB could be that in Lebanon, idiocentrics generally perceive engagement in OCB as contributing to the attainment of personal goals and/or benefits. Therefore they may be more likely to engage in such behaviors because it may lead to positive outcomes. This is in line with data presented in the pilot study described earlier, in which it was found that in Lebanese work contexts 42.5% ( $n = 40$ ) of employees believe that engaging in OCB would lead to formal rewards and 79.2% ( $n = 53$ ) believe that such behavior would lead to

informal rewards. It can be noted that this positive relationship is also demonstrated for idiocentrism and engagement in behaviors that fall specifically within the content domain of OCB-I. Therefore suggesting that idiocentrism is likely to engage in behaviors directed toward coworkers.

#### *Top Down Cross Level Direct Relationship between CCB and OCB*

Concerning the cross level relationship between CCB and OCB for which it was predicted that higher levels of CCB in a group would be related to higher levels of employee engagement in OCB, the results suggest that this relationship exists in Lebanese FSGs. This, in general, suggests that group context as revealed through CCB, affects the demonstrated level of employee engagement in OCB. More specifically, the results suggest that employees in groups with higher levels of CCB rate themselves as engaging in higher amounts of OCB than could be explained by their individual levels of cultural orientation. This implies that in groups where CCB is a relevant group level characteristic, group members are more likely to engage in OCB. This result supports the previously identified positive cross level relationship between cohesiveness and CCB (e.g., Bommer et al., 2003).

By demonstrating this top down relationship, support is given to the assertion that the work context as revealed through CCB is linked to the extent to which employees engage in OCB. Using the Social Information Processing model (Salancik & Pfeffer, 1977, 1978) to interpret this result suggests that emergence of CCB in the group provides a stable social environment in which employees work and that this context provides specific cues about OCB as an appropriate form of within-group behavior.

#### *Top Down Cross Level Moderating Influence of CCB*

Concerning this final type of relationship, for which it was hypothesized that the level of CCB will moderate the relationship between individual level idiocentrism and the performance of OCB by individual group employees, the results suggest that CCB does not serve as a significant cross-level moderator. This implies, in general, that the context of CCB does not alter the relationship between idiocentrism and OCB. More specifically, this implies that idiocentric-oriented employees are likely to engage in OCB irrespective of the level of CCB in their work group. Perhaps the context of CCB does in fact not create an unambiguous situation (Triandis & Bhawuk, 1997) in the Lebanese cultural context. Perhaps in collectivist cultures where there is a general societal-level preference for a tightly knit social framework (Hofstede, 1983), it may be that CCB provides cues for social behavior that are not distinct from collectivist-type cues.

Collectivist-type cues may represent general collectivist tendencies toward emphasizing relationships as well as group norms, duties and obligations. This does not imply that all individuals under the influence of these cues will accept and enact these cues equally (or at all for that matter); however it does imply that such cues may be commonplace. The commonality of collectivist-type and/or CCB-type cues may therefore suggest that the emergence of CCB in a Lebanese work context does not alter the context ambiguity with regard to OCB. That is, irrespective of the emergence or non-emergence of CCB, the general contextual cues still encourage OCB.

### *Limitations*

The data for this study were survey data and therefore are subject to biases; nevertheless, common source bias may not have been a serious problem because either the same data were collected from two sources and/or the measures of specific variables in the same hypothesis were collected from two different sources. In terms of the latter, for example, all allocentric/idiocentric

data were provided by employees while all OCB data were provided by managers. However, an additional concern is that the managers provided the ratings of employee OCB, raising caution about the existence of a level of dependence among the ratings within each FSG which could generate some appraisal biases.

The second limitation concerns the generalizability of the findings in both studies to other cultures as well as within Lebanon in general. Generalizability is weakened due to a number of design factors. For example, although the sample used in these studies were obtained from seven independent food service companies the sample may not be representative of the food service sector in general or, more generally, the working population on Lebanon. Another limitation concerning generalizability is based on that fact that the food service companies were not randomly sampled from the food service sector but rather represented companies who were approached and who agreed to participate. Furthermore, males were overrepresented in the sample (employees: 71.6% and managers: 78.5%) which does not reflect the general working population in Lebanon. Finally, 83.9% of the sample were between the ages of 18 and 30 and therefore this age group may have been overrepresented in the sample.

Third, in Study II the possibility of detecting level two equations and therefore the cross-level effect of CCB on the idiocentric-OCB relationship was made difficult due to three specific sample limitations which were: (1) due to the small size of some of the FSGs (i.e., four employees in a group) there is a possible concern raised about the greater standard errors in level one parameters; (2) due to the reduced number of groups after those in which CCB had not emerged were dropped (i.e., 48 FSGs) also raises concerns about the power for the level two parameters; and (3) due to the reduced number of groups after dropping those in which CCB had not emerged also raises concern regarding the likely reduction in the range of the predictor and

criterion variables. Therefore, taken together, if the analysis is re-run with a larger number of employees per group and/or a larger number of groups a possible cross level effect may in fact be found. Cross level effects have been found in Western studies that have similarly used small groups and a somewhat small number of groups. Kidwell et al. (1997), for example, using HLM to research a cross-level moderation relationship of cohesiveness (group level) on job satisfaction (predictor) and OCB-I (criterion) found a level two effect despite potential group size and group number biases (i.e., 49 groups with as little as three individuals in each).

Finally, a general concern and potential limitation is the post-war context in which these studies took place. During the summer immediately prior to data collection Lebanon was the context of a 33-day war between Hezbollah and Israel which resulted in large scale destruction of the country's infrastructure, an air and naval blockade, a ground invasion of southern Lebanon by Israeli troops, the death of over one thousand civilians, and displacement of approximately one million Lebanese (Lebanon Higher Relief Council, 2007). Although this war ended approximately six months before entry into the data collection sites, this war and its aftermath may have influenced the results of this study.

#### *Future Directions and Conclusions*

The results of this research suggest a number of possible directions for future research. First, one area in need of further conceptual development is CCB. The hypotheses tested in Study I and Study II examined CCB based on an isomorphic model of emergence; however, the emergence of CCB does not have to occur in the same manner each time CCB emerges. That is, CCB may also emerge through compilational bottom-up processes under different circumstances. Future research could examine any difference in the relationship between

cohesiveness and CCB as well as the cross-level relationship between CCB and lower-level variables based on this different structure.

Second, the examination of the relation of group level variables in this Study I demonstrated a positive link between cohesiveness (predictor) and CCB-I (criterion). Other group level relationships may also be of interest for organizational researchers and practitioners. One particularly interesting area of future research would be to empirically establish a link between CCB and measures of group productivity in contexts outside of the West. Although examples of this type of research can be found in the literature (e.g., Dunlop & Lee, 2004; Koys, 2001; Podsakoff et al., 1997; Podsakoff & Mackenzie, 1994), most use a cross-sectional design and therefore render any conclusions about the causal direction of this relationship unjustified. The inability to specify the causal direction of the relationships explored in these studies (e.g., whether CCB leads to unit-performance) is a gap in this literature (see Koys, 2001 for an exception).

Third, although the CCB cross level moderating effect on the lower level relationship between idiocentrism and OCB was not detected, the demonstrated emergence of CCB as a relevant contextual variable in Lebanon suggests that a moderating effect on the relationship between OCB with other individual level predictors (e.g., job satisfaction, organizational commitment, organizational justice) may be possible and can be a useful area for future research.

Fourth, research on the Organizational Citizenship phenomena in other contexts outside of the West are needed in order to support the application of the relevant theory and research findings in wider cultural contexts. This is especially important in light of the need for organizational behavior research as well as human resource practices that are applicable and relevant in this globalized world.



A final area for future research entails the examination or reexamination of the homogeneity suggested in Hofstede's (1984) research measuring the culture-level values of individualism/collectivism (as well as power distance, masculinity/femininity, uncertainty avoidance) in what was referred to as the Arab Cluster (i.e., Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia, and the United Arab Emirates). Changing demographics in this region as well as the recent boom in economic development suggest that there may also be shifts in complexity as well as in societal values over time. If one examines the United Arab Emirates (UAE) for example, it can be noted that in the early 1900s the main occupation within this country was within the areas fishing and pearling but by 1997 it had developed into one of the world's wealthiest countries with a GDP per capita of 17,810 USD (Wilkins, 2001).

Its population of 3 million is made up of one quarter UAE nationals and the majority of the rest are non-Arab foreign nationals (e.g., Indian, Pakistani, Sri Lankan, Bangladeshi, Filipino, British, and others of European birth, etc. (Wilkins, 2001). These major changes may have resulted in shifts toward individualism. As suggested by Triandis et al. (1988):

Cultural elements change slowly. In societies with long traditions the collectivism elements may persist although the societies have become very complex (e.g., Japan). However, one ought to observe shifts toward individualism as complexity increases (p. 324).

It is suggested here therefore that a fruitful area of future research would be to reexamine the constructs of individualism/collectivism within the Arab cluster by collecting more recent as well as more country specific data. By doing this not only can the major demographic and socio-economic changes of this region be taken into account, but also the seven countries within this cluster can be reanalyzed individually for unique differences.

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## GENERAL DISCUSSION AND CONCLUSION

### Introduction

There are common gaps in organizational research. As noted throughout this dissertation, organizational research has often neglected the multi level nature of organizations (e.g., House, Rousseau, & Thomas-Hunt, 1995; Kozlowski & Klein, 2000; Rousseau, 1985); as well as the cultural context in which these organizations and the people or groups within them must exist (e.g., Choa, 2000; Earley & Erez, 1997; Hofstede, 1984). This neglect has often resulted in findings and theories that are not as readily applicable in real organizational settings or in cultural contexts outside of the West. Researchers need to conduct organizational research from a multi level and cultural framework; and perhaps more fundamentally researchers need to make explicit both the cultural assumptions as well as the assumptions-of-level upon which any research is based. In light of this therefore the first part of this discussion will make explicit the assumptions-of-level and cultural assumptions upon which the whole dissertation was based. The explication of the assumptions are important because not only will this provide a platform upon which to relate the dissertations theoretical work, but also because this will provide a culturally grounded cross level framework through which to simultaneously interpret the different findings of the current research as well as discuss future directions for OCB/CCB research in general. Therefore this discussion has three main areas: (1) theoretical assumptions, (2) cultural assumptions, and (3) general implications of three studies.

### *Theoretical Assumptions*

This dissertation attempted to consider the theoretical implications involved in examining the Organizational Citizenship Phenomenon at two levels of theory and analysis. This was done largely by attempting to differentiate OCB from CCB as well as by following the

recommendations of key multi level theorists (e.g., Rousseau, 1985; Kozlowski & Klein, 2000; Earley & Erez, 1997). These theorists recommend that researchers interested in multi level research should begin by clarifying the theoretical origin and direction of phenomena across levels (e.g., interaction and bottom up models of emergence); the specification of the structure of higher level constructs (e.g., shared unit properties, assumptions of variability and justification of aggregation); as well as the possible link of phenomena across levels (e.g., top-down influence of macro phenomena on micro ones).

*Assumption One: The Structure of CCB*

The above issues of origin, structure, and possible links across level have been addressed thoroughly in chapter one of this dissertation in the discussion relating to the emergence of CCB. Here, employees engaging in similar types of OCB were conceptualized as the theoretical origin or constituent components of CCB. In specifying similarity of between employee performance of OCB, what is being suggested in effect is that the possible subsequent OCB-type interactions may through bottom-up processes and isomorphic emergence amplify and culminate into CCB. CCB here therefore represents a within-group pattern of behavioral actions and interactions (i.e., structure) that can usefully characterize the group as a whole. Furthermore, this structure or more specifically the specific structural properties of CCB represent a shared group construct based on a homogenous assumption of variability.

The theoretical origin and therefore the corresponding model of emergence and structure of CCB could have been conceptualized differently. For example, if employees engage in different forms and different amounts of OCB then the basic constituent components and OCB-type interactions may also be different thereby rendering a structure of CCB that is unique. Here the structure of CCB is conceptualized as emerging through the *discontinuity model of*

*emergence* (Kozlowski & Klein, 2000). Theoretically the specific model of emergence, whether isomorphic or discontinuous (see Kozlowski & Klein, 2000 for other models of emergence), and therefore the resulting theoretical structure of CCB have specific implications for how this collective construct functions as well as influences same and/or cross level variables. Although, in this dissertation both Study I and II focused on the first model of emergence, the second model is a useful area for future theoretical development and research. Specifically, researchers should theoretically suggest how this difference will manifest itself practically.

*Assumption Two: The Meaning of Interactions*

The concept of interaction is critical for many constructs conceptualized at the collective level because, as asserted by Morgeson and Hofmann (1999), it is interaction that forms the actual basis of collective constructs and that absent this interaction the collective construct would simply not exist (p. 252). However, how should researchers define interactions? How does one measure interactions practically? Although thus far multi level researchers have provided recommendations about how to best capture collective constructs statistically (e.g., indices of within-group agreement, consensus, and consistency) or in terms of specific measurement methods (e.g., referent shift consensus method, single-rater measure of overall CCB), these recommendations do not explicitly address what *interaction* actually looks like on the ground or in the actual organizational setting.

More specifically, in terms of the methods of measurement and the Organizational Citizenship Phenomenon, researchers have recommended using either the referent shift consensus method (Chan, 1998) *or* a single-rater measure of overall CCB within the unit (e.g., Ehrhart, 2004). This former alternative involves asking each employee to rate CCB thereby shifting the referent from the individual performance of OCB to unit performance of CCB. These

employee ratings of CCB can then be aggregated (after the calculation of a significant index to justify aggregation) by averaging across individuals to the unit-level. The latter method also involves a referent shift from the individual to the unit level however the measure of CCB is provided by a single rater. This single-rater measure describes the unit as a whole and avoids any aggregation errors altogether (Rousseau, 1985). Again, however, neither method actually addresses the measurement of *interaction* specifically. The assumption is that by capturing the unit as a whole then we also implicitly capture employee interactions. Future theoretical development is needed on how to better define and measure this crucial basis of collective constructs in general and CCB in particular.

*Assumption Three: The Research Paradigm*

Theoretical considerations not highlighted by multi level theorists but equally important entail explication of the underlying research paradigms upon which research is based. Differences in research paradigms and their implications have been discussed in social science research in general (e.g., Guba, 1990; Guba & Lincoln, 1994; Nightingale & Neilands, 1997) as well as in organizational research in specific (e.g., Alvesson & Skoldberg, 2000; Calas & Smirchich, 1991; Denison, 1996; Kilduff & Mehra, 1997). The particular type of research paradigm always suggests particular assumptions (e.g., ontology and epistemology: see Guba, 1990) which have implications for the ultimate research questions that can be asked and the conclusions that can be drawn. The research paradigm upon which the pilot study is based is different from the paradigm upon which Study I and II are based. The pilot study adopted a critical psychology paradigm as opposed to Study I and II which both adopted a quantitative positivist paradigm. The inherent difference in these paradigms allows for the examination of the

Organizational Citizenship Phenomenon from different theoretical points of departure and suggests fundamentally different methodological steps.

The utility of using the critical psychology paradigm as a basis for the pilot study has important implications. In general this paradigm allows for the documentation of the local and temporal manifestation of OCB as revealed in the pilot study such that it provides in depth contextual information about the meaning, applicability, and perceptions of OCB in Lebanon. This, in and of itself, is not only useful because it provides in depth data on Lebanon, but also because it provides a contextual background for the positivist-based empirical work in the greater dissertation. Furthermore, in adopting a critical psychology paradigm, the pilot study imposes a specific theoretical assumption about the nature of reality. Here the assumption is that of *historical realism*: that what is “real”- what is OCB/CCB- is necessarily shaped by the specific sociopolitical forces and history within a particular culture that have developed and normalized over time. Consequently, this paradigm focuses on local and temporal manifestations of phenomena (emic knowledge). The aim of research within this paradigm is to describe and/or document OCB/CCB as contextualized phenomena.

In adopting a positivist paradigm, Study I and II impose the theoretical assumption that reality is driven by immutable natural laws and mechanisms (Guba, 1990, p. 20) and therefore that OCB/CCB can be understood in generalizable terms that are largely ahistorical, intrinsic, and existing independent of researcher practices (Boyd, 2003). Consequently, this paradigm focuses on identifying universal behaviors and the generalizable laws and mechanisms that govern them (i.e., an etic agenda). The potential, therefore, to describe and/or document OCB/CCB as contextualized phenomena is replaced with the potential to uncover *a priori* OCB/CCB tangibles and to accumulate generalizable OCB/CCB knowledge.

Although, some would justifiably argue that drawing inferences across paradigms is difficult based on the fundamentally different ontological and epistemological assumptions underlying the two, it is argued here in line with adopting a post-positivist perspective that such inferences are nonetheless very useful. In effect, therefore this dissertation asserts that the two types of paradigms have an additive effect in that by approaching the same construct from alternate paradigms and therefore theoretical positions deeper understanding of the Organizational Citizenship Phenomenon is made possible.

### *Cultural Assumptions*

This dissertation examined the Organizational Citizenship Phenomenon within a specific cultural context. What, therefore, are the cultural assumptions upon which this work was based? This question can be answered by examining two specific issues which are: (1) the assumed meaning of culture at the different levels of theory as well as (2) the assumed applicability of social psychological and organizational theories across cultures.

#### *Assumption Four: Different Levels of Culture*

The first issue entails making explicit how exactly culture is conceptualized within this dissertation. Culture, in general, has been conceptualized in a number of ways. Chao (2000) cites some of the more widely used definitions and notes that they range from a focus on “the supraindividual level to a more internalized system of ideas within people” (p. 310). Culture, as it is used in this dissertation study, is conceptualized at two specific levels of theory, namely at the individual as well as at the societal levels. At the individual level culture was conceptualized and measured in line with Triandis’ (1989) work; that is, as a person’s allocentric and idiocentric orientation and was defined in terms of the degree to which a person viewed him/herself as separable from others.



At the societal level, although not directly measured, culture was implicitly assumed to be a stable system in equilibrium (Ronen, 1997) and was implicitly defined as: “the collective programming of the mind which distinguishes the members of one human group from another” (Hofstede, 1984, p.51). As a stable higher-level contextual variable, culture is important in as far as it can serve as a cultural backdrop for empirical work conducted. Culture in this sense can help situate the research in a particular cultural *socialization milieu* (Ronen, 2000). People within a common socialization milieu are likely to share meanings and values and have a common way of interpreting actions, interactions, and events. Variations in the socialization milieu are likely to result in between-culture differences in shared meanings and values and therefore in subsequent behaviors. To this end, Lebanon represented a socialization milieu and its societal characteristics (e.g., individualism, collectivism, etc.) served as a proxy for the higher-level culture within which individuals and organizations exist.

Differentiating individual level cultural orientation from societal level culture creates the theoretical possibility for idiocentrics to exist in collectivistic cultures and allocentrics to exist in individualistic cultures (Alavi & McCormick, 2004). Although “common societal influences tend to make one of these two dimensions higher on the average in any particular societal culture; ... individuals often differ from their society's trends” (Lam, Chen, & Schaubroeck, 2002). Therefore, in the case of this Lebanese sample drawn from collectivist Lebanon, individuals differed in terms of whether they adopted a more allocentric or idiocentric orientation.

It should be noted however that the societal conceptualization of culture can be criticized because, as Erez and Gati (2004) assert, culture is probably more realistically depicted as having dynamic characteristics where bottom-up and top-down processes link the different levels of culture (e.g., individual values, beliefs, etc., nested within group, organizational, national, and

global culture). One area of future research can attempt to conduct research on the Organizational Citizenship Phenomenon within a dynamic cultural framework. Erez and Gati (2004) provide some guidance for such work with their proposed model of culture within an organizational framework that simultaneously reflects the different levels of culture and how they are interrelated.

*Assumption Five: Relevance of Western-Based Theory and Research*

The final issue to be raised here has to do with the assumed relevance of Western-based social psychological and organizational theory (e.g., Social Information Processing Model, Groups Norm Theory, etc.) and research (e.g., Organ, 1997; Ehrhart, Bleise, & Thomas, 2006; Kidwell, Mossholder, & Bennett, 1997; Podsakoff, Mackenzie, Paine, & Bachrach, 2000) upon which the theoretical development of the general dissertation and the specific hypothesized relationships were based. A relevant question here, however, is whether such theories and empirical findings apply generally and in the same way in non-Western contexts such as in Lebanese or other Arab contexts. Clearly, this is an assumption that would be voluminous to test; nonetheless, such testing is important to validate (not just assume) that Western-based theory and research are applicable and relevant in alternate cultural contexts. This is a general area for future research.

*General Implications of the Three Studies*

Taken together, the cultural context of Lebanon, the theoretical grounding, and the corresponding underlying assumptions described above restrict the interpretation of the empirical findings from three studies in this dissertation to a particular structural form of CCB and more specifically to the cultural context of Lebanon. Furthermore, the specific research paradigms, theoretical frameworks, research methodologies, and methods of analyses also restrict the

interpretation of the findings of the three studies concerning the Organizational Citizenship Phenomenon in Lebanon. However, in general, the results of the three studies and their different areas of focus provide unique pieces of information concerning the Organizational Citizenship Phenomenon. Consequently, the combined interpretation of the findings provides a broader understanding of the Organizational Citizenship Phenomenon in Lebanon than any study could have alone. Together therefore, under the above restrictions, what can we conclude, at least preliminarily, about this phenomenon?

With regard to the individual level a number of preliminary conclusions are suggested, for example, that in Lebanon the construct of OCB: (1) is meaningful; (2) has a number of unique behavioral manifestations where emic behaviors and therefore emic dimensions in general and in times of war were implied; (3) can be generally differentiated as behavior directed at coworkers versus behaviors directed at the greater organization; (4) is generally perceived as more positive by managers than by employees; (5) is perceived to be generally informally rewarded; (6) is perceived as generally extra-role or not expected; (7) is likely to be performed when the group context encourages this type of behavior; (8) is likely to be engaged in by individuals who have an idiocentric orientation; and (9) is unlikely to be engaged in by individuals who have an allocentric orientation.

With regard to the group level a number of preliminary conclusions are suggested. For example, in Lebanon CCB: (1) is a relevant group level characteristic; (2) can be used to differentiate the context of one group from another; (3) can be generally differentiated as collective behavior directed at coworkers versus collective behaviors directed at the greater organization; (4) is related to group cohesiveness; (5) provides a work context that encourages an employee to engage in OCB; (6) does not provide a context that alters the relationship between

an employee's idiocentric-orientation and his/her likelihood of engaging in OCB. Although these findings are interpretable in the cultural context of Lebanon, drawing comparisons between these research findings and those found in alternate contexts allows for broader and more generalizable conclusions to be made about the etic nature of OCB and CCB in general. Such cross-cultural considerations have been previously described in each study respectively.

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## Appendix A

*Pilot Study Consent Form*

You are invited to participate in a research study conducted by Charlotte Karam from the Department of Psychology at the University of Windsor. The results of this research will contribute to the fulfillment of Charlotte Karam's dissertation and PhD degree. If you have any questions or concerns about the research, please feel to contact Charlotte Karam at (xxx) x xxx xxx or email karam1@uwindsor.ca or Dr. Catherine Kwantes in Canada at + 1(519) 253-3000 ext. 2242 or email ckwantes@uwindsor.ca.

**PURPOSE OF THE STUDY**

Organizational Citizenship Behavior (OCB) is the focus of this research. OCB has been introduced and researched by organizational scholars primarily in North America and Western Europe. In general, OCB describes a type of employee behavior that contributes to the social and psychological context of the organization. The purpose of the present study is to explore whether the concept of OCB has meaning in Lebanon.

**PROCEDURES**

If you volunteer to participate in this study, we would ask you to do the following things:

1. You will be presented with a number of questions mainly regarding OCB.
2. You will be asked to think of some relevant examples of OCB in your work context.
3. You will then be asked to answer questions regarding the applicability of OCB in your work-context. There are also some questions designed to try to gain a better insight about your experiences and observations regarding OCB during the recent Israeli attacks on Lebanon in order to provide contextual information for this study.
4. Finally you will be presented with a number of demographic questions.
5. Read all of the questions carefully and answer the questions by choosing the option that best expresses your answer.
6. There are no right or wrong answers.
7. In total this questionnaire takes between 30-45 minutes to complete.
8. Once completed you can return the questionnaire by placing it in the stamped return envelope and mailing it back via the Lebanese Postal services.

**POTENTIAL RISKS AND DISCOMFORTS**

There is the possibility that the questions about the effect of the 33 day war on organizational life and experiences may lead you to feel anxious. The questions posed however, focus on general observations and experiences and do not focus on any specific personal life events. The risk of experiencing anxiety due to participating in this study is expected to be no greater than those encountered in everyday life in the current context of Lebanon.

**POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY**

There are no expected personal benefits from participating in this study. There are, however, potential benefits for Lebanese organizations as well as for the academic community of researchers studying OCB and related concepts. The information collected from this research is useful in informing human resource planning and practices. OCB has been shown to contribute

to the effectiveness and efficiency of an organizational unit's productivity and therefore has positive benefits for that organization's bottom-line. No studies to date have been done on OCB in Lebanon. By conducting research in Lebanon about Lebanese employees, this study facilitates access of Lebanese information for the international network of scholars researching OCB.

#### **PAYMENT FOR PARTICIPATION**

You will not receive payment for participation in this study.

#### **CONFIDENTIALITY**

Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission. To ensure confidentiality you will be assigned a code number. This code number is used to protect your identity. All data will be kept in secured files in accord with the standards at the University of Windsor, Canadian Federal regulations, and the Canadian Psychological Association. No personal or identifying information will be disclosed at any time or in any report, publication, or article. No identifying information will be requested. No one will be able to know which are your questionnaire responses.

#### **PARTICIPATION AND WITHDRAWAL**

You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. You may also refuse to answer any questions you don't want to answer and still remain in the study. The investigator may withdraw you from this research if circumstances arise which warrant doing so.

#### **FEEDBACK OF THE RESULTS OF THIS STUDY TO THE SUBJECTS**

In all likelihood, the results of this study will be made available by May, 2007. Final results will be posted on Dr. Kwantes' homepage: <http://cronus.uwindsor.ca/users/c/ckwantes/main.nsf/>. Please contact Charlotte Karam at [karam1@uwindsor.ca](mailto:karam1@uwindsor.ca) for further information regarding the results.

#### **SUBSEQUENT USE OF DATA**

This data obtained from this study may be used in subsequent studies.

#### **RIGHTS OF RESEARCH SUBJECTS**

You may withdraw your consent at any time and discontinue participation without penalty. If you have questions regarding your rights as a research subject, contact: Research Ethics Coordinator, University of Windsor, Windsor, Ontario, N9B 3P4, Canada; telephone: +1 (519) 253-3000, ext. 3916; e-mail: [lbunn@uwindsor.ca](mailto:lbunn@uwindsor.ca).

#### **AGREEMENT & CONSENT TO PARTICIPATE IN THIS STUDY**

If you agree to participate in this study, you can indicate your agreement simply by completing this questionnaire and returning it to the researcher.

#### **SIGNATURE OF INVESTIGATOR**

These are the terms under which I will conduct research.

Signature of Investigator

Date

## Appendix B

*Pilot Study Questionnaire*

This questionnaire focuses on the concept of *Organizational Citizenship Behavior* (OCB). OCB has been introduced and researched by organizational scholars primarily in North America and Western Europe. In general, OCB describes a type of employee behavior that contributes to the social and psychological context of the organization. This behavior tends not to be a central part of an employee's job requirements but rather has more to do with contributing to the general work context. It is important to note that although employees who do not fulfill their formal job requirements are usually penalized, employees who do not perform OCB are not usually formally penalized.

OCB, in general, can be directed at co-workers and individuals within the organization or at the organization itself. Examples of OCB directed at co-workers are:

- "Helping others with their work after they have been absent."
- "Helping others who have heavy workloads"
- "Taking a personal interest in others at work"

Examples of OCB directed at the organization are:

- "Working late or through a lunch break if there is a lot of work to do."
- "Not spending a great deal of time on personal phone conversations."
- "Not taking extra breaks"

The purpose of this survey is to investigate whether the concept of *Organizational Citizenship Behavior* has meaning in Lebanon. Your help is needed to identify whether OCB is applicable in Lebanon. That is, based on your work experience and expertise, what are examples of OCB in your work context? The information and examples that you provide in this survey will contribute to a subsequent study of OCB in Lebanon.

**PART 1 OF 4** – Please read the following and provide relevant examples of OCB in your work context.

Organizational citizenship behaviors are a type of employee behavior that contributes to the social and psychological context of the organization. These employee behaviors:

- *tend* not to be perceived as part of an employee's job.
- *tend* not to be perceived as leading to formal organizational rewards.
- can be directed at co-workers and individuals within the organization.
- can be directed at the organization itself.

Based on your work experience and expertise please list examples of organizational citizenship behavior in your work context. If you need more space you may use the back of this questionnaire.

**PART 2 OF 4** – Based on the definition provided and the OCB examples that you listed in Part 2, please read and answer the following questions. Answers should, if possible, explain why you answered 'Yes' or 'No'.

1. Would the term OCB have the same meaning in Lebanon?
2. Would these kinds of behaviors (OCB) be perceived as positive or negative by management?
3. Would these kinds of behaviors (OCB) be perceived as positive or negative by employees?
4. Would these kinds of behaviors (OCB) normally be expected of every employee?
5. Is there an alternative term in Arabic (or in colloquial Lebanese) that closely relates to the concept of OCB? If yes, please write the word in Arabic and briefly explain what this word means.
6. Do you think that demonstrating OCB would be cause for someone to receive formal rewards (e.g., superior performance ratings or a promotion)? Do you think that demonstrating OCB would be cause for someone to receive informal rewards and praise (e.g., popularity among co-workers, pat on the back from manager or co-workers, etc.)?

PART 3 OF 4 – Beginning in early July of 2006, Israel attacked Lebanon. During this 33-day war many people continued to go to work. The following questions are designed to try to gain a better insight about your experience or observations during that period of time.

1. Are there specific types of OCB that are unique in times of war?  
☐ Yes ☐ No
2. If yes, please list some specific examples:
3. Is there a change in the level of OCB engagement in times of war?  
☐ Yes ☐ No
4. If yes, please describe this change?

PART 4 of 4 – Please answer the following general demographic questions.

1. What is your gender? (choose one)  
☐ Female ☐ Male
2. What is your age? (choose one)  
☐ 18-30 ☐ 31-43  
☐ 44-56 ☐ 56 or older
3. What is your Native Language (choose one)  
☐ Arabic ☐ Other: \_\_\_\_\_
4. Do you have a second or third language? (choose all that apply)  
☐ Arabic ☐ English  
☐ French ☐ Other: \_\_\_\_\_

5. What's the highest level of education you have completed? (choose one)
  - ☐ Less than high school
  - ☐ Some high school
  - ☐ Graduated from high school
  - ☐ Some college/university
  - ☐ Graduated from college/university
  - ☐ Completed graduate degree or other professional certification
  - ☐ Other: \_\_\_\_\_
6. In what country did you study before terminal/high school?
  - ☐ Lebanon
  - ☐ Other: \_\_\_\_\_
7. In what country did you study for college/university?
  - ☐ Lebanon
  - ☐ Other: \_\_\_\_\_
8. Have you lived outside of Lebanon?
  - ☐ Yes
  - ☐ No
9. In what geographical area of Lebanon do you currently live?
  - ☐ Province: \_\_\_\_\_
  - ☐ City/Town: \_\_\_\_\_
10. How long, in months or years have you lived in this area?
11. In what geographical area of Lebanon do you currently work?
  - ☐ Province: \_\_\_\_\_
  - ☐ City/Town: \_\_\_\_\_
12. In what industry do you currently work (e.g., banking, sales, computer, information technology, engineering, architecture, insurance, furniture, tourism, entertainment, financial services, military, etc.)?
13. What is the nature of your work?
14. What is your job title?
15. What is your employment status?
  - ☐ Full-time
  - ☐ Part-time
16. How long, in months or years, have you worked with your current employer?

## Appendix C

### *Pilot Study Debriefing Letter*

Thank you for participating in this research project entitled: Cross-level Exploration of the Organizational Citizenship Phenomenon in Lebanon. The time that you have spent completing the questionnaire is greatly appreciated. Again, Chukran!

Similar research on organizational citizenship has been conducted with individuals from countries outside of Lebanon; namely: Australia, Chile, Cuba, England, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Italy, Japan, Netherlands, Philippines, Poland, Puerto Rico, Romania, South Korea, Slovenia, Somalia, Spain, Switzerland, Taiwan, and Thailand. This research suggests that (1) 69 percent of individuals sampled said that it would have the same meaning; (2) 45 percent said that OCB would normally be expected of everyone; and that (3) 66 percent said that there was no comparable term for OCB in their native language (Paine & Organ, 2000<sup>1</sup>)

The goal of this research was to investigate whether: (1) the concept of *Organizational Citizenship Behavior* has meaning in Lebanon; (2) any specific examples of OCB in Lebanon can be provided; and (3) if there are specific categories or types of OCB that can be identified in Lebanon.

The information collected from this research is useful because not only does it help to provide access to Lebanese data for the international network of scholars researching OCB, but it also may prove useful in the development of culture-specific human resource practices for Lebanon.

This research study is being conducted by Charlotte Karam, MA from the Department of Psychology at the University of Windsor in partial fulfillment of her PhD degree. If you have any questions or concerns about the research, please feel free to contact Charlotte Karam at (xxx) x xxx xxx or Email: karam1@uwindsor.ca.

In all likelihood, the results of this study will be made available to those who are interested by May 2007. Once the results are ready they will be posted on the following website:  
<http://cronus.uwindsor.ca/users/c/ckwantes/main.nsf/>

Thank you,  
Charlotte M. Karam

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<sup>1</sup> Paine, J. B. & Organ, D. W. (2000). The cultural matrix of organizational citizenship behavior: some preliminary conceptual and empirical observations. *Human Resource Management Review*, 10 (1), 45-59.

## Appendix D

*Study I and II- Companies, Food Service Groups, and Return Rates*

Presented here is a brief description of the food service groups sampled for Study I and II of this dissertation. In general, each FSG is a unit within the larger food service branch and each branch is a single site drawn from a multi-site company. For example: company A has 20 branches with either one or two food service groups in each. Company B has 13 branches with two FSGs in each branch. The types of companies sampled fall within three broad categories: (1) fast food, (2) casual dining, and (3) specialty food branches (e.g., bakery, Arabic sweets, roastery. Furthermore, the size of each of the FSGs varies from four to 23 persons (managers plus employees) employed within each. The table below reports the number of questionnaires distributed and returned broken down by company.

Table 13. *Return Rate for each Company (Food Service Groups Combined)*

Company	Employees			Managers		
	Total Distributed	Total Returned	Return Rate	Total Distributed	Total Returned	Return Rate
A	83	55	66.26	25	20	80.00
B	181	117	64.64	25	19	76.00
C	115	63	54.78	10	6	60.00
D	260	158	60.77	25	12	48.00
E	104	75	72.12	8	4	50.00
F	150	70	46.67	23	15	65.22
G	20	15	75.00	4	3	75.00
Total	913	553		120	79	
Employee Return Rate	60.57%			Manager Return Rate	65.83%	

## Appendix E

### *Study I and II- Consent Form, Employee Version*

You are invited to participate in a research study conducted by Charlotte Karam from the Department of Psychology at the University of Windsor. The results of this research will contribute to the fulfillment of Charlotte Karam's dissertation and PhD degree. If you have any questions or concerns about the research, please feel to contact Charlotte Karam at (xxx) x xxx xxx or email karam1@uwindsor.ca or Dr. Catherine Kwantes at + 1(519) 253-3000 ext. 2242 or email ckwantes@uwindsor.ca.

#### PURPOSE OF THE STUDY

Organizational Citizenship Behavior (OCB) is the focus of this research. In general, OCB describes a type of employee behavior that contributes to the general work environment of the organization. These behaviors:

- ☐ tend not to be perceived as part of an employee's job.
- ☐ tend not to be perceived as leading to formal organizational rewards.
- ☐ can be directed at co-workers and individuals within the organization.
- ☐ can be directed at the organization itself.

The purpose of the present study is to explore:

- (1) whether citizenship behavior is related to branch productivity,
- (2) whether cohesive branches demonstrate more branch-level citizenship than less-cohesive branches,
- (3) whether an individual's cultural orientation is related to his/her performance of OCB.

Furthermore, the influence that branch context has on employee performance of OCB will also be examined. These relationships will be explored by collecting data from a number of Food Service branches across Lebanon.

#### PROCEDURES

If you volunteer to participate in this study, we would ask you to do the following things:

1. You will be asked to use time out of your regular workday hours to complete this questionnaire.
2. You will be presented with a number of questions mainly regarding yourself, your food service branch, and your work life.
3. You will then be asked to answer these questions.
4. You will also be asked to answer demographic questions.
5. In total this questionnaire takes between 30-45 minutes to complete.

Furthermore, please make sure to read all of the questions carefully and answer the questions by choosing the option that best expresses your answer. There are no right or wrong answers. Once you complete the questionnaire please make sure to return the questionnaire by placing it in the sealed box that is located in your food service branch.



### POTENTIAL RISKS AND DISCOMFORTS

There is the possibility that you may feel stressed by the survey questions which prompt you to think about work experiences and stress during the 33-day war when Israel attacked Lebanon.

### POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY

There are no expected personal benefits from participating in this study. There are, however, potential benefits for the organization you work for, the Food Service Industry in general as well as for the academic community of researchers. The information collected from this research is useful in informing human resource planning and practices. OCB has been shown to contribute to the effectiveness and efficiency of an organizational unit's productivity and therefore has positive benefits for that organization's bottom-line. No studies to date have been done on OCB in Lebanon. By conducting research in Lebanon about Lebanese employees, this study facilitates access of Lebanese data for the international network of scholars researching OCB.

### PAYMENT FOR PARTICIPATION

You will not receive payment for participation in this study.

### CONFIDENTIALITY

Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission. To ensure confidentiality you will be assigned a code number. This code number is used to protect your identity. All data will be kept in secured files in accord with the standards at the University of Windsor, Canadian Federal regulations, and the Canadian Psychological Association. No personal or identifying information will be disclosed at any time or in any report, publication, or article. No identifying information will be requested. No one will be able to know which questionnaire responses are yours.

### PARTICIPATION AND WITHDRAWAL

You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. You may also refuse to answer any questions you don't want to answer and still remain in the study. The investigator may withdraw you from this research if circumstances arise which warrant doing so.

### FEEDBACK OF THE RESULTS OF THIS STUDY TO THE SUBJECTS

In all likelihood, the results of this study will be made available by May, 2007. Final results will be posted on Dr. Kwantes' homepage: <http://cronus.uwindsor.ca/users/c/ckwantes/main.nsf/>. Charlotte Karam will prepare a final report for your organization. Please contact Charlotte Karam at [karam1@uwindsor.ca](mailto:karam1@uwindsor.ca) for further information regarding the results.

### SUBSEQUENT USE OF DATA

This data obtained from this study may be used in subsequent studies.

### RIGHTS OF RESEARCH SUBJECTS

You may withdraw your consent at any time and discontinue participation without penalty. If you have questions regarding your rights as a research subject, contact: Research Ethics Coordinator, University of Windsor, Windsor, Ontario N9B 3P4; telephone: 011-519-253-3000, ext. 3916; e-mail: [lbunn@uwindsor.ca](mailto:lbunn@uwindsor.ca).

**SIGNATURE OF RESEARCH SUBJECT**

I understand the information provided for the study "Cross-level Exploration of the Organizational Citizenship Phenomenon in Lebanon" as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form.

---

Name of Subject

---

Signature of Subject

---

Date

**SIGNATURE OF INVESTIGATOR**

These are the terms under which I will conduct research.

---

Signature of Investigator

---

Date

## Appendix F

*Study I and II- Employee Questionnaire*

PART 1 OF 4 – Please answer the following general demographic questions.

1. What is your gender? (choose one)  
☐ Male ☐ Female
2. What is your age? (choose one)  
☐ 18-30 ☐ 31-43 ☐ 44-55 ☐ 56 or older
3. What is your first Language (choose one)  
☐ Arabic ☐ Other:
4. Do you have a second or third language? (choose all that apply)  
☐ Arabic ☐ English ☐ French ☐ Other
5. What's the highest level of education you have completed? (choose one)  
☐ Elementary ☐ Complementary (Brevet)  
☐ Secondary: (Terminal) ☐ Part of University /Technical  
☐ University/ Technical ☐ Completed graduate degree or professional certification  
☐ Other:
6. In what country did you study before terminal/high school?  
☐ Lebanon ☐ Other:
7. In what country did you study for university/technical?  
☐ Lebanon ☐ Other:
8. Have you lived outside of Lebanon?  
☐ Yes ☐ No
9. In what geographical area of Lebanon do you currently live?  
☐ District: ☐ City/Town:
10. How long, in months or years have you lived in this area?
11. In what geographical area of Lebanon do you currently work?  
☐ District: ☐ City/Town:
12. What is your current job title?
13. On average how many hours do you work a month?
14. How long, in months or years, have you worked with your current employer?

PART 2 OF 4 - The following items are meant to describe the employees in your food service group. Please rate each statement according to the extent to which the employees in your food service group (as-a-whole) engage in these behaviors.

Question:	<i>To a very small extent</i>	<i>To a small extent</i>	<i>Somewhat</i>	<i>To a great extent</i>	<i>To a very great extent</i>
1- The employees in this group help out others who have been absent and return to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2- The employees in this group help others who have heavy workloads.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3- The employees in this group help orient new members to the group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4- The employees in this group willingly help others who have work-related problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5- Group employees take a personal interest in other employees around them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6- Work attendance of employees in this group is better than it is in other groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7- In this group, employees do not take extra breaks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8- The employees in this group obey the rules and regulations even when no one is watching.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9- The employees in this group always give advance notice when unable to come to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10- The employees in this group do not spend a great deal of time on personal phone conversations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11- The employees in this group get along well together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12- The employees in this group really feel that they are a part of a team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13- The employees in this group really stick together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14- The employees in this group look forward to being with the other group members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15- Group employees are ready to defend each other from criticism by outsiders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART 3 OF 4 - The following items are meant to describe you personally. Please rate each statement according to the extent to which it applies to you personally.

Question:	<i>To a very small extent</i>	<i>To a small extent</i>	<i>Somewhat</i>	<i>To a great extent</i>	<i>To a very great extent</i>
1- It is my duty to take care of my family, even when I have to sacrifice what I want.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2- It is important for me that I respect the decisions made by my group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3- If a co-worker gets a prize, I would feel proud.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4- I feel good when I cooperate with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5- It is important that I do my job better than others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6- Winning is everything.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7- I'd rather depend on myself than others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8- I often do <i>my own thing</i> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9- Family members should stick together, no matter what sacrifices are required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10- When another person does better than I do, I get tense and stirred up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11- I rely on myself most of the time, I rarely rely on others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12- Parents and children must stay together as much as possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13- The well-being of my co-workers is important to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14- Competition is the law of nature.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15- My personal identity, independent of others, is very important to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16- To me, pleasure is spending time with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART 4 OF 4 – Beginning in early July of 2006, Israel attacked Lebanon. During this 33-day war many employees were attending work. The following questions are designed to gain insight about your experience during that time in order to provide contextual information for this study.

Question:	<i>To a very small extent</i>	<i>To a small extent</i>	<i>Somewhat</i>	<i>To a great extent</i>	<i>To a very great extent</i>
1- To what extent did you feel personally threatened or distressed by the Israeli attacks on Lebanon during the war?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2- To what extent did the war cause you feelings of personal uncertainty?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3- To what extent did the war affect you personally?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list some examples:					
4- To what extent did the events of the war lead to an increase in your personal stress at work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5- To what extent did the events of the war interfere with your work-related activities & responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list some examples:					
6- To what extent did you feel that your financial situation/employment was in jeopardy due to the Israeli attacks on Lebanon during the war?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7- To what extent was your group affected by the Israeli attacks on Lebanon during the war?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list some examples:					

8- To what extent has the war lead to an increase in stress in your group?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9- To what extent did you help others who had been absent and returned to work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10- To what extent did you take the time to listen to co-workers' problems and worries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11- To what extent was your attendance at work above the norm despite the bombing, the terror, and the difficulty traveling?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12- To what extent did you give advance notice when unable to come to work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Appendix G

### *Study I and II- Consent Form, Manager Version*

You are invited to participate in a research study conducted by Charlotte Karam from the Department of Psychology at the University of Windsor. The results of this research will contribute to the fulfillment of Charlotte Karam's dissertation and PhD degree. If you have any questions or concerns about the research, please feel to contact Charlotte Karam at (xxx) x xxx xxx or email karam1@uwindsor.ca or Dr. Catherine Kwantes at + 1(519) 253-3000 ext. 2242 or email ckwantes@uwindsor.ca.

#### PURPOSE OF THE STUDY

Organizational Citizenship Behavior (OCB) is the focus of this research. In general, OCB describes a type of employee behavior that contributes to the general work environment of the organization. These behaviors:

- ☐ tend not to be perceived as part of an employee's job.
- ☐ tend not to be perceived as leading to formal organizational rewards.
- ☐ can be directed at co-workers and individuals within the organization (i.e., OCB-I).
- ☐ can be directed at the organization itself (i.e., OCB-O).

The purpose of the present study is to explore:

- (1) whether citizenship behavior is related to branch productivity;
- (2) whether cohesive branches demonstrate more branch-level citizenship than less-cohesive branches, and
- (3) whether an individual's cultural orientation is related to his/her performance of OCB.

Furthermore, the influence that branch context has on employee performance of OCB will also be examined. These relationships will be explored by collecting data from a number of Food Service branches across Lebanon.

#### PROCEDURES

If you volunteer to participate in this study, we would ask you to do the following things:

1. You will be asked to use time out of your regular workday hours to complete this questionnaire.
2. You will be presented with a number of questions mainly regarding yourself, your food service branch, and the employees under your supervision.
3. You will then be asked to answer these questions.
4. You will also be asked to answer demographic questions.
5. In total this questionnaire takes approximately 45 minutes to complete.

Furthermore, please make sure to read all of the questions carefully and answer the questions by choosing the option that best expresses your answer. There are no right or wrong answers. Once you complete the questionnaire please make sure to return the questionnaire by placing it in the sealed box that is located in your food service branch.

## POTENTIAL RISKS AND DISCOMFORTS

There is the possibility that you may feel stressed by the survey questions which prompt you to think about work experiences and stress during the 33-day war when Israel attacked Lebanon.

## POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY

There are no expected personal benefits from participating in this study. There are, however, potential benefits for your organization, the Food Service Industry in general as well as for the academic community of researchers. The information collected from this research is useful in informing human resource planning and practices. OCB has been shown to contribute to the effectiveness and efficiency of an organizational unit's productivity and therefore has positive benefits for that organization's bottom-line.

No studies to date have been done on OCB in Lebanon. By conducting research in Lebanon about Lebanese employees, this study facilitates access of Lebanese data for the international network of scholars researching OCB.

## PAYMENT FOR PARTICIPATION

You will not receive payment for participation in this study.

## CONFIDENTIALITY

Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission. To ensure confidentiality you will be assigned a code number. This code number is used to protect your identity. All data will be kept in secured files in accord with the standards at the University of Windsor, Canadian Federal regulations, and the Canadian Psychological Association. No personal or identifying information will be disclosed at any time or in any report, publication, or article. No identifying information will be requested. No one will be able to know which are your questionnaire responses.

## PARTICIPATION AND WITHDRAWAL

You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. You may also refuse to answer any questions you don't want to answer and still remain in the study. The investigator may withdraw you from this research if circumstances arise which warrant doing so.

## FEEDBACK OF THE RESULTS OF THIS STUDY TO THE SUBJECTS

In all likelihood, the results of this study will be made available by May, 2007. Final results will be posted on Dr. Kwantes' homepage: <http://cronus.uwindsor.ca/users/c/ckwantes/main.nsf/>. Charlotte Karam will prepare a final report for your organization. Please contact Charlotte Karam at [karam1@uwindsor.ca](mailto:karam1@uwindsor.ca) for further information regarding the results.

## SUBSEQUENT USE OF DATA

This data obtained from this study may be used in subsequent studies.

**RIGHTS OF RESEARCH SUBJECTS**

You may withdraw your consent at any time and discontinue participation without penalty. If you have questions regarding your rights as a research subject, contact: Research Ethics Coordinator, University of Windsor, Windsor, Ontario N9B 3P4; telephone: + 519-253-3000, ext. 3916; e-mail: lbunn@uwindsor.ca.

**SIGNATURE OF RESEARCH SUBJECT**

I understand the information provided for the study "Cross-level Exploration of the Organizational Citizenship Phenomenon in Lebanon" as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form.

---

Name of Subject

---

Signature of Subject

---

Date

**SIGNATURE OF INVESTIGATOR**

These are the terms under which I will conduct research.

---

Signature of Investigator

---

Date

## Appendix H

*Study I and II- Manager Questionnaire*

PART 1 OF 4 – Please answer the following general demographic questions

1. What is your gender? (choose one)  
☐ Male ☐ Female
2. What is your age? (choose one)  
☐ 18-30 ☐ 31-43 ☐ 44-55 ☐ 56 or older
3. What is your first Language (choose one)  
☐ Arabic ☐ Other:
4. Do you have a second or third language? (choose all that apply)  
☐ Arabic ☐ English ☐ French ☐ Other
5. What's the highest level of education you have completed? (choose one)  
☐ Elementary ☐ Complementary (Brevet)  
☐ Secondary: (Terminal) ☐ Part of University /Technical  
☐ University/ Technical ☐ Completed graduate degree or professional certification  
☐ Other:
6. In what country did you study before terminal/high school?  
☐ Lebanon ☐ Other:
7. In what country did you study for university/technical?  
☐ Lebanon ☐ Other:
8. Have you lived outside of Lebanon?  
☐ Yes ☐ No
9. In what geographical area of Lebanon do you currently live?  
☐ District: ☐ City/Town:
10. How long, in months or years have you lived in this area?
11. In what geographical area of Lebanon do you currently work?  
☐ District: ☐ City/Town:
12. What is your current job title?
13. On average how many hours do you work a month?
14. How long, in months or years, have you worked with your current employer?

PART 2  
OF 5

**INSTRUCTIONS:**

Please indicate the number of employees under your supervision in your food service group:

The following items are meant to describe individual employees under your supervision in your group. Please rate each employee (from 1 to 5) according to the extent to which they perform each of the ten behaviors listed below.

[illegible]

PART 3 OF 5 – In the last section you were asked to read ten items that represented specific examples of employee behavior. You were then asked to rate each employee according to the level that he or she performed each specific behavior. Think of these behaviors in general and indicate the overall level to which these behaviors are performed in your food service group as a whole.

	<i>To a very small extent</i>	<i>To a small extent</i>	<i>Somewhat</i>	<i>To a great extent</i>	<i>To a very great extent</i>
Overall, group employees perform these employee behaviors:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Additionally, please rate the following three statements according to the extent to which the employees in your group (a- a-whole):</i>					
1. Help others who have heavy workloads.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Help orient new members to the group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Take a personal interest in other employees around them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART 4 OF 5 – The following items are meant to describe the employees in your group. Please rate each statement according to the extent to which the employees in your food service group (as-a-whole) engage in these behaviors.

1. The employees in this group get along well together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The employees in this group really feel that they are a part of a team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The employees in this group really stick together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The employees in this group look forward to being with the other group members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Group employees are ready to defend each other from criticism by outsiders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART 5 OF 5 – Beginning in early July of 2006, Israel attacked Lebanon. During this 33-day war many employees were attending work. The following questions are designed to try to gain a better insight about your group's experience during that period of time in order to provide contextual information for this study.

1. To what extent was your group affected by the Israeli attacks on Lebanon during the 33-day war?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list some examples:					
2. To what extent has the 33-day war lead to a general increase in stress at your group?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list some examples:					
<i>Employee behavior is often altered during times of war. During the 33-day war, please indicate the extent to which the employees in your group (as-a-whole):</i>					
1. They helped others who had been absent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. They listened to co-workers' problems and worries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. They attended work above the norm and despite the bombing, the terror, and the difficulty traveling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. They gave advance notice when they were unable to come to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Appendix I

### *Study I and II- General Debriefing Letter*

Thank you for participating in this research project entitled: Cross-level Exploration of the Organizational Citizenship Phenomenon in Lebanon. The time that you have spent completing the questionnaire is greatly appreciated. Again, Chukran!

Similar research on organizational citizenship has been conducted outside of Lebanon; namely, in Europe, Australia, and North America. These research projects have demonstrated that: (1) citizenship behavior is related to branch productivity; (2) cohesive branches demonstrate more branch-level citizenship; and that (3) an individual's cultural orientation is related to his/her performance of organizational citizenship behaviours.

The goal of this research was to investigate these relationships in the Lebanese work context and to determine how branch context influences employee performance of organizational citizenship behaviors. The information collected from this research is useful not only for your organization's internal human resource planning and practices, but it also helps to provide access to Lebanese data for the international network of scholars researching OCB.

Some of the questions that you have just answered may have led you to think about your war experiences and related feelings during the 33-day war when Israel attacked Lebanon. If you feel that you could use some assistance or would like to discuss these experiences and feelings with mental health care professionals, the following services are available in Lebanon:

- The Institute for Development, Research, Advocacy, and Applied Care (IDRAAC) often offers free Trauma Counseling services to the community. For more information contact: +961 1 583583 or Email: idraac@idraac.org.
- The Medical Institute for Neuropsychological Disorders (MIND), which is staffed by qualified health professionals, provides counseling and other relevant services. For more information contact: +961-1-449499 or +961-1-587190 or Email: mind@dm.net.lb.
- The American University of Beirut Medical Center also provides similar services. For more information contact: +961-1-374374 or +961-1-350000 or Email: aubmc@aub.edu.lb.

This research study is being conducted by Charlotte Karam, MA from the Department of Psychology at the University of Windsor in partial fulfillment of her PhD degree. If you have any questions or concerns about the research, please feel free to contact Charlotte Karam at (xxx) x xxx xxx or Email: karam1@uwindsor.ca.

In all likelihood, the results of this study will be made available to those who are interested by May 2007. Once the results are ready they will be posted on the following website:  
<http://cronus.uwindsor.ca/users/c/ckwantes/main.nsf/>

Thank you,  
 Charlotte M. Karam



## VITA AUCTORIS

Charlotte M. Karam was born in 1975 in Halifax, Nova Scotia. She attended the Sacred Heart School of Halifax for the majority of her schooling. In 1993 she graduated from the International College (Beirut, Lebanon) after completing grade 12 there. From there she went on to the American University of Beirut where she obtained a B.A. in Psychology in 1998. She received both her Master's (October, 2002) and PhD degree (January, 2008) in Applied Social Psychology (concentration Organizational Psychology) at the University of Windsor.