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# Grateful Beneficiaries and Proud Benefactors: A Moderated Mediation Model Relating Supervisors' Gratitude Expression to Employees' Organizational Citizenship Behavior

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**GRATEFUL BENEFICIARIES AND PROUD BENEFACTORS: A MODERATED  
MEDIATION MODEL RELATING SUPERVISORS' GRATITUDE EXPRESSION TO  
EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

by

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B.A. January 2016, The George Washington University

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## ABSTRACT

### GRATEFUL BENEFICIARIES AND PROUD BENEFACTORS: A MODERATED MEDIATION MODEL RELATING SUPERVISORS' GRATITUDE EXPRESSION TO EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Old Dominion University, 2018  
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Few organizational researchers have considered examining gratitude or pride—much less both simultaneously. In the present study, two complementary emotion theories (i.e., affective events theory and broaden-and-build theory) are integrated in an examination of the prosocial consequences of supervisors' gratitude expression, employees' authentic and hubristic pride experiences, and employees' narcissism in a large construction company in China. Results from the analyses of the moderated mediation model indicated that most of the proposed relationships were nonsignificant. Supervisors' gratitude expression predicted employees' organizational citizenship behavior (OCB) but did not predict employees' authentic or hubristic pride. Employees' hubristic pride—but not authentic pride—predicted employees' OCB, but neither authentic nor hubristic pride mediated the relationship between supervisors' gratitude expression and employees' OCB. Additionally, employees' narcissism did not function as a moderator variable in the moderated mediation model. Theoretical and practical implications and future directions are discussed.

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For Mom, Dad, Mamang, Papang, and Ashlyn.

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## CHAPTER I

### INTRODUCTION

Since the founding of the International Society for Research on Emotions in 1984, emotion research has become a burgeoning area in contemporary psychological research (Fredrickson, 2013). With the recent emergence of positive psychology as a subdiscipline, researchers have attempted to build upon the basic emotion research of the 1980s. For example, Fredrickson (1998) built upon research on *general* positive affect and emotions to develop the broaden-and-build theory about the consequences of *discrete* positive emotions (e.g., pride, gratitude, joy, serenity/contentment, interest, hope, amusement, inspiration, awe, love).

The workplace is a setting in which people frequently experience and express emotions; employees' emotional experience and expression, in turn, influence their work behaviors (Brief & Weiss, 2002). There is, however, a paucity of studies examining discrete positive emotions in the workplace (Hu & Kaplan, 2015). Previous research examining favorable workplace outcomes associated with positive emotions (e.g., George, 1991; Isen & Baron, 1991; Staw, Sutton, and Pelled, 1994) focused on general positive affect. For example, state positive mood at work has been linked to employee prosocial behavior (George, 1991). Hu and Kaplan (2015) acknowledged the contributions and shortcomings associated with the literature on positive affect in the workplace and emphasized the importance of considering the different antecedents and consequences of discrete positive emotions in the workplace. The present study is an examination of a discrete positive emotion expression (i.e., gratitude) and discrete positive emotion experiences (i.e., authentic pride and hubristic pride), and it makes several contributions to the scant literature on positive emotions in the workplace.

First, although researchers have previously examined gratitude experience in the workplace (e.g., Spence, Brown, Keeping, & Lian, 2014), few studies (e.g., Grant & Gino, 2010; Ritzenhoefer, Brosi, Spoerrle, & Welpel, 2014; Ritzenhöfer, Brosi, Spörrle, & Welpel, 2017), have examined gratitude *expression* in the workplace. The lack of research in this area is surprising given that discussions about the importance of gratitude expression in social interactions can be found in the basic theoretical and empirical literature and that, conceptually, supervisors' gratitude expression is important for employees' motivation, job performance, and perceptions about work events (Beck, 2016; Brun & Dugas, 2008). Second, the present study is an examination of gratitude expression and pride experience, both of which are rarely studied simultaneously in the workplace. Michie (2009) examined both gratitude and pride in an organizational setting; however, although she too was interested in how gratitude and pride relate to prosocial behavior, she examined supervisors' propensities for experiencing gratitude and pride. In contrast to Michie's (2009) study, the present study focuses on employees' state pride and supervisors' gratitude expression. Put differently, the present study provides insight into how the interplay of the expression of a discrete positive emotion and the experience of discrete positive emotions in supervisor-employee interactions relates to prosocial behavior in the workplace. Third, to my knowledge, the present study is the first study on discrete positive emotions to explicitly integrate Fredrickson's (1998) broaden-and-build theory of positive emotions and Weiss and Cropanzano's (1996) affective events theory. Adopting such a framework provides a novel theoretical approach to the study of discrete positive emotions in the workplace.

To these ends, the purpose of this study is to examine whether supervisors' gratitude expression is associated with employees' organizational citizenship behavior (OCB) via

employees' pride experiences and whether employees' trait narcissism moderates the indirect effect of supervisors' gratitude expression on employees' OCB via employees' pride experience.

### **The Roles of Emotions in Supervisor-Employee Interactions**

Emotions are important to consider when examining the interactions between employees and their supervisors. Several leadership theories posit that leaders' and followers' emotions are intertwined. For example, transformational leadership is a largely emotion-centric leadership style that involves the effective regulation of emotions and the expression of positive emotion to inspire and energize followers (Gooty, Connelly, Griffith, & Gupta, 2010), and empirical evidence suggests that having a transformational supervisor is associated with experiencing positive emotions at work (Bono, Foldes, Vinson, & Muros, 2007). Moreover, according to a recent integration of affective events theory (a theory that is discussed below) and leader-member exchange (LMX) theory, leaders' initial emotion expressions influence followers' emotional responses through emotional contagion, and over time the shared emotional experiences build higher quality LMX, which, in turn, influences followers' emotional experiences (Cropanzano, Dasborough, & Weiss, 2017).

In addition to influencing followers' emotions, leaders can also influence employees' behaviors. For example, leaders' emotion management behaviors (e.g., attempting to influence employees' behavior through the use of emotional displays) have been theoretically linked to employees' behavior (e.g., OCB; Kaplan, Cortina, Ruark, LaPort, & Nicolaidis, 2014), and empirical evidence suggests that leaders' emotion displays (e.g., anger, happiness) impact employees' willingness to engage in OCB and work overtime (Koning & Van Kleef, 2015).

The present study is distinct from the aforementioned literature on the role of emotions in supervisor-employee interactions. Although the literature discussed above pertained to broad

leadership behaviors (e.g., transformational leadership) and their influence on employee emotions and to the impact of leaders' emotions on followers' emotions and behaviors, the present study examines the links among a specific type of leader behavior, followers' emotions, and followers' behavior: Supervisors' gratitude expression was specified as an affective leader behavior that was expected to influence employees' pride and OCB, which are specified as a follower emotion and follower behavior, respectively.

### **Broaden-and-Build Theory and Affective Events Theory**

**Broaden-and-build theory.** Fredrickson (1998) developed her broaden-and-build theory of positive emotions in contrast to prior emotion research focusing on the consequences of negative emotions. Like negative emotions (e.g., anger, fear), positive emotions may be evolutionary adaptations for survival; however, unlike negative emotions, which are associated with the activation of an individual's sympathetic nervous system triggering the fight-or-flight response to a threatening stimulus—thus narrowing the individual's thought-action repertoire—positive emotions *broaden* an individual's thinking to consider novel thoughts and actions and *build* personal resources (e.g., social support, knowledge), which in turn enhance survival. For example, empirical evidence suggests that the broadening effect of positive emotions may orient individuals to consider and trust others and that the building effect of positive emotions may promote the development of personal resources when, for example, an individual actively considers others and feels socially connected to them (Fredrickson, 2013). Especially relevant to the present study is Fredrickson's (2004) acknowledgement of broaden-and-build theory's relevance to the workplace; she speculated that positive emotions experienced in the workplace have the potential to transform organizations via the broadening of employees' empathic, creative, and flexible thinking, which in turn may build and strengthen organizational resources

(e.g., teams/workgroups, climate) that promote organizational thriving. In the context of the present study, gratitude expression and authentic pride experience were conceptualized as phenomena involving discrete positive emotions that not only broaden employees' prosocial thoughts, but also build organizational resources, specifically in the form of organizational citizenship behavior.

Broaden-and-build theory acknowledges the importance of examining the distinct consequences of discrete positive emotions. The literature on gratitude expression and prosocial behavior (e.g., Grant & Gino, 2010; McCullough, Kilpatrick, Emmons, & Larson, 2001) suggests that gratitude expression has prosocial implications not only for those experiencing and expressing gratitude (i.e., beneficiaries), but also for individuals who are targets of such gratitude (i.e., benefactors); thus, similar to how Fredrickson (2004) proposed that gratitude experience broadens and builds, beneficiaries' gratitude *expression* may broaden benefactors' prosocial thoughts and build benefactors' social support through prosocial actions. Moreover, broaden-and-build theory can be applied to the experience of pride: Pride, which is associated with the achievement of an outcome deemed valuable by oneself and others, broadens an individual's thinking to consider working toward other impressive outcomes and builds achievement motivation (Fredrickson, 2013). When considering the literature on pride (e.g., Hart & Matsuba, 2007; Tracy & Robins, 2007; Wubben, De Cremer, & van Dijk, 2012) and broaden-and-build theory simultaneously, it can be argued that experiencing pride also has implications for prosocial behavior: Authentic pride, as opposed to hubristic pride (a distinction that is discussed below), may broaden an individual's thinking to consider acting altruistically/prosocially toward others and may facilitate development of the resources needed to actually help others (e.g., genuine self-esteem, perseverance; Tracy & Robins, 2007; Wubben et al., 2012).

**Affective events theory.** Like broaden-and-build theory, affective events theory (AET) can be used to conceptualize the prosocial consequences of emotional experience and expression in the workplace. According to Weiss and Cropanzano (1996), affective events theory (AET) considers the “*structure, causes and consequences of affective experiences at work . . . [and focuses on] events as proximal causes of affective reactions*” (p. 11); affective reactions, in turn, have consequences for affect-driven behaviors and work attitudes. More specifically, events impact affective reactions through an appraisal process (Weiss & Cropanzano, 1996): Events are initially evaluated with regard to whether they benefit or harm one’s well being, and such an evaluation impacts the intensity of affective reactions; following the initial evaluation, events are evaluated with regard to specific consequences, and discrete emotions, in turn, are experienced. The experience of emotions as reactions to work events has implications for work behaviors, and job performance may be differentially facilitated or hindered by positive and negative affective reactions. Additionally, AET posits that emotionally relevant traits may interact with affective events, and such trait-event interactions may impact the intensity of affective reactions (Weiss & Cropanzano, 1996).

Like broaden-and-build theory, AET highlights the importance of developing discrete emotion taxonomies (Weiss & Cropanzano, 1996); however, Weiss and Cropanzano (1996) and other AET researchers (e.g., Grandey, Tam, & Brauburger, 2002) did not initially differentiate between authentic pride and hubristic pride as discrete positive emotions of interest to study within the context of AET, and early AET research did not examine gratitude expression as an affective event in the workplace. Given that the development of AET preceded the development of Fredrickson’s (1998) broaden-and-build theory the lack of consideration for gratitude in the earlier AET literature is understandable. Shortly after AET was developed, researchers did,



however, begin to examine pride. Grandey, Tam, and Brauburger (2002) used AET as an overarching framework in their study on emotions, job satisfaction, and turnover intentions and through qualitative analysis found that supervisors' recognition of employees' performance was the main determinant of employees' pride. It can be argued that supervisors' gratitude expression toward employees is a means of recognition of employees' performance (i.e., an affective event) that impacts employees' pride (i.e., an affective reaction).

**Integrating broaden-and-build theory and AET.** To my knowledge, the present study is the first study on discrete positive emotions to integrate broaden-and-build theory and AET. The workplace is a context in which emotion-eliciting events occur. As a reaction to positive events, employees may experience positive emotions, which may broaden their thought processes to consider engaging in positive work behaviors and build resources that are beneficial for themselves, others, and the organization at large. In the context of this study, supervisors' gratitude expression was conceptualized as a positive affective work event, and the following was considered: the resultant authentic and hubristic pride experienced by employees as affective reactions, employees' OCB as affect-driven behavior, and employees' narcissism as a dispositional variable that moderates the indirect effect of supervisors' gratitude expression on employees' OCB via employees' authentic pride and hubristic pride experiences (see Figure 1).

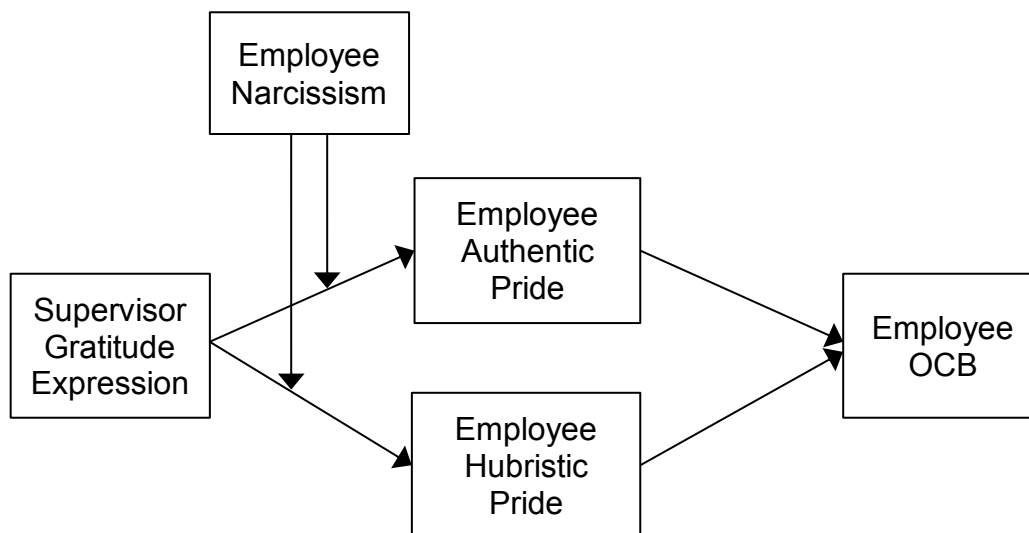


Figure 1. Proposed model.

Although intertwined (see Staw et al. 1994), felt and expressed emotions are conceptually distinct phenomena. It does not follow that the experience of an emotion necessarily results in the expression of that emotion or that the expression of an emotion is necessarily preceded by the experience of that emotion (e.g., see Ashforth & Humphrey, 1993). It is important to reiterate that supervisors' gratitude *expression* rather than experience was examined in this study.

Examining supervisors' gratitude experience rather than expression would have been inappropriate in the present study because supervisors' gratitude experience in itself does not constitute a positive affective event for employees; for example, in some fast-paced work environments, supervisors might not always take the time to thank their direct reports for help received (Fehr, Fulmer, Awtry, & Miller, 2016). In order for employees to perceive themselves

as benefactors of a grateful supervisor—and consequentially emotionally react to such gratitude—their supervisor must express gratitude toward them.

In the following sections, basic emotion research on gratitude and pride is discussed to justify examining the prosocial consequences of the interplay between supervisors' gratitude expression and employees' pride experience.

### **Gratitude Expression and Prosocial Behavior**

When an individual is thankful for someone, he or she experiences gratitude and may even feel compelled to express such gratitude toward the benefactor. McCullough, Kilpatrick, Emmons, and Larson (2001) posited that gratitude is an emotion that serves three morally relevant functions that interactively orient benefactors and beneficiaries toward engaging in prosocial behavior. Gratitude experience functions as a moral barometer and moral motivator for beneficiaries, whereas gratitude expression functions as a moral reinforcer for benefactors. Specifically, gratitude expression functions as a moral reinforcer in that benefactors, who are targets of their beneficiary's gratitude expression and resultant prosocial behavior, are reinforced to engage in subsequent prosocial behavior.

Additionally, when a beneficiary expresses gratitude toward a benefactor, the benefactor is more likely to demonstrate a willingness to build and maintain their relationship (Williams & Bartlett, 2015) and behave prosocially toward the original beneficiary (Grant & Gino, 2010). Moreover, McCullough et al.'s (2001) conceptualization of gratitude as a moral reinforcer complements the notion that gratitude may have a prosocial "spillover" effect to the extent that third parties may also benefit from gratitude expression occurring in a benefactor-beneficiary exchange (see Grant & Gino, 2010). Thus, in the present study supervisors' gratitude expression was expected to be positively associated with employees' OCB, which captures prosocial

behaviors directed toward not only supervisors, but also other employees and the organization at large.

Although much of the extant literature on gratitude is largely basic research with student participants, organizational researchers have begun to examine gratitude in workplace settings with employees (e.g., Fehr et al., 2016; Kaplan, Bradley-Geist, Ahmad, Anderson, Hargrove, & Lindsey, 2014; Lanham, Rye, Rimsky, & Weill, 2012; Spence et al., 2014); however, notwithstanding the literature on the experience of gratitude in the workplace, there is a dearth of research on gratitude expression in the workplace. To the best of my knowledge, only one study examined how beneficiaries' gratitude expression is associated with benefactors' prosocial behavior in a work setting. Compared to those in a control group, fundraisers who were the target of a manager's gratitude expression engaged in more prosocial behavior (i.e., number of calls made; Grant & Gino, 2010). This lack of research is surprising given the conceptual importance of employee recognition and appreciation for motivation and job performance (Brun & Dugas, 2008). Moreover, in some situations, employees may even perceive their jobs as thankless and attribute their coworkers' voluntary turnover to a lack of supervisors' gratitude for their work (Beck, 2016).

Considering McCullough et al.'s (2001) conceptualization of gratitude as a moral reinforcer, Fredrickson's (2013) broaden-and-build theory, and Weiss and Cropanzano's (1996) AET it would be reasonable to expect supervisors' gratitude expression to be associated with employees' OCB: In line with gratitude being conceptualized as a moral reinforcer for benefactors and a discrete positive emotion that broadens benefactors' prosocial thoughts and builds social support through prosocial actions, it was expected that in general the more a supervisor expresses gratitude toward a direct report, the more the direct report will engage in

OCB. In line with AET, I expected supervisors' gratitude expressions, which were examined as affective events, to be linked to employees' prosocial behaviors, which were examined as affect-driven behaviors.

*Hypothesis 1:* Supervisors' gratitude expression is positively related to employees' OCB.

### **The Mediating Roles of Two Types of Pride Experience**

Pride is an emotion that signals the achievement of an outcome deemed valuable by oneself and others (Williams & DeSteno, 2008). Although it has been linked to antisocial behaviors (e.g., narcissistic aggression toward others; Wubben et al., 2012) pride, like gratitude, can have prosocial consequences. Parallel to the above discussion of gratitude's morally relevant functions and prosocial spillover effect is the notion that pride may morally reinforce prosocial behavior—a notion that is reconcilable with traditionally negative conceptualizations of pride (e.g., pride as one of the Seven Deadly Sins in Christianity)—when pride is conceptualized as a multifaceted construct (Hart & Matsuba, 2007; Tracy & Robins, 2007; Wubben et al., 2012). Tracy and Robins (2007) proposed that pride should be conceptualized as having two facets: authentic pride and hubristic pride. Authentic pride arises when the appraisal of a pride-eliciting event engenders authentic feelings of self-worth, whereas hubristic pride arises when an individual narcissistically construes himself or herself as the cause of an event. During the appraisal of a pride-eliciting event, an individual experiencing authentic pride attributes success to his or her effort, whereas an individual experiencing hubristic pride attributes success to his or her ability; moreover, authentic pride involves attributing success to the amount of effort one expends, which is an internal, unstable, controllable cause, and hubristic pride involves attributing success to one's own ability, which is an internal, stable, and uncontrollable cause (Tracy & Robins, 2007). An employee feeling proud because of a recent promotion and

attributing such an event to his or her own hard work and dedication (i.e., attributing success to effort) would be an example of an authentic pride experience in the workplace, whereas an employee feeling proud because of a recent promotion and attributing such an event to his or her own perceived greatness or superiority (i.e., attributing success to ability) would be an example of a hubristic pride experience in the workplace.

Of the handful of studies on the relationship between pride and OCB (e.g., Floman, 2012; Hovind & Enns, 2009) are two studies (Brosi, Spörrle, Welp, & Shaw, 2016; Michie, 2009) in which authentic pride was distinguished from hubristic pride. Conceptually, authentic pride may be positively associated with prosocial outcomes in the workplace (Tracy & Robins, 2007; Wubben et al., 2012), and hubristic pride experience may be negatively related to OCB (see Hu & Kaplan, 2015). In the case of authentic pride, an individual may experience pride as a reaction to a beneficiary's gratitude expression and may behave prosocially, whereas in the case of hubristic pride, an individual may experience pride as a reaction to a beneficiary's gratitude expression, albeit in a self-aggrandizing manner, and may focus not so much on acting prosocially as maintaining his or her status. More specifically, some employees experiencing authentic pride in response to a supervisor's gratitude expression may feel proud because they successfully helped another person and may decide to engage in more prosocial behavior (i.e., gratitude as a moral reinforcer for benefactors), whereas other employees experiencing hubristic pride in response to a supervisor's gratitude expression may feel proud because a supervisor had to rely on them for help. Put differently, hubristic pride "enhance[s] the self at the expense of others" (Michie, 2009, p. 401), so individuals experiencing hubristic pride may be more likely to engage in self-aggrandizing acts (e.g., boast about how helpful they perceive themselves to be) than to engage in prosocial behavior.

Supervisors' gratitude expression was specified as an antecedent of employees' authentic and hubristic pride experiences because supervisors serve a focal role in employees' work experiences. One of the most important responsibilities supervisors have is providing employees with feedback, and a genuine expression of gratitude from one's supervisor is positive feedback indicative of "a job well done". For example, a supervisor may thank an employee for demonstrating diligence in learning new skills and assisting coworkers to help the organization upgrade its old information technology system. In addition to thanking an employee for specific contributions (e.g., attending training sessions), a supervisor might also express general gratitude (e.g., "Thank you for being an awesome employee. The company is lucky to have you!"). Regardless of content, expressions of gratitude from one's supervisor can elicit feelings of both authentic pride and hubristic pride; it is the appraisal of an event and not the event itself that determines the type of emotion experienced (Tracy & Robins, 2007).

I conceptualize supervisors' expression of gratitude toward an employee as a positive affective event that may engender feelings of hubristic pride and authentic pride within the employee. Authentic pride experienced as an affective reaction to a supervisor's gratitude expression involves feeling proud of being able to help the supervisor, whereas hubristic pride experienced as an affective reaction to a supervisor's gratitude expression involves feeling proud at the expense the supervisor (e.g., the supervisor's dependence on the employee). Consequently, I expected employees' experience of authentic pride to be positively associated with prosocial behavior and employees' experience of hubristic pride to be negatively associated with prosocial behavior.

*Hypothesis 2a:* Employees' authentic pride mediates the relationship between supervisors' gratitude expression and employees' OCB such that supervisors' gratitude

expression is positively related to employees' authentic pride, which in turn is positively related to employees' OCB.

*Hypothesis 2b:* Employees' hubristic pride mediates the relationship between supervisors' gratitude expression and employee OCB such that supervisors' gratitude expression is positively related to employees' hubristic pride, which in turn is negatively related to employees' OCB.

### **Narcissism as a Moderator Variable**

Narcissism has been conceptualized as both a psychological disorder and a subclinical personality trait. Inflated beliefs of an individual's self-perceived superiority and attitudes of entitlement typify both forms of narcissism (Paulhus & Williams, 2002). Tracy and Robins (2007) observed empirical evidence that suggested authentic pride and hubristic pride were positively related to narcissism, albeit differently: When controlling for self-esteem, the positive relationship between narcissism and state authentic pride was weakened, but the positive relationship between narcissism and state hubristic pride was not weakened. What remains when self-esteem is partialled from narcissism is a construct referred to as "narcissistic self-aggrandizement," which is distinct from the self-positivity associated with self-esteem (see Tracy, Cheng, Robins, & Trzesniewski, 2009; Tracy & Robins, 2007). In relation to the five-factor model of personality, narcissism is positively associated with neuroticism, openness, and extraversion. These associations are logical vis-à-vis theoretical conceptualizations of narcissism (Spain, Harms, & Lebreton, 2013). Narcissists display pleasantness and charm to others in the short term, but the relationships formed by narcissists are rarely successfully maintained because narcissists tend to not care, trust, or respect others whom they use for self-enhancement (Spain et al., 2013; Wu & Lebreton, 2011).



Similar to how Weiss and Cropanzano (1998) initially discussed trait positive affect and trait negative affect as dispositional moderator variables that impact the relationship between an affective event and the emotions experienced as reactions to such an event, I conceptualize narcissism as a dispositional individual difference that may moderate how work events (e.g., a supervisor's expressions of gratitude) elicit affective reactions (e.g., employees' authentic and hubristic pride experiences), which may in turn have consequences for affect-driven behaviors (e.g., OCB). Narcissistic individuals may construe themselves as the cause of positive events they experience (Hart & Matsuba, 2007; Tracy et al., 2009). Taken together with the aforementioned distinct relationships between narcissism and authentic pride and narcissism and hubristic pride, one might expect narcissistic employees to react to expressions of gratitude from their supervisors in a more self-aggrandizing manner. Put differently, when supervisors express gratitude toward narcissistic employees, such employees may egotistically perceive themselves as superior workers on whom others depend rather than focus on the prosocial nature of their benevolence. Given the egocentric nature of trait narcissism, it was expected that, in general, the more narcissistic an employee is, the weaker the relationship between supervisors' gratitude expression and employees' authentic pride will be and the stronger the relationship between supervisors' gratitude expression and employees' hubristic pride will be.

*Hypothesis 3a:* Employees' narcissism moderates the relationship between supervisors' gratitude expression and employees' authentic pride such that the relationship between supervisors' gratitude expression and employees' authentic pride is weaker for employees with high narcissism.

*Hypothesis 3b:* Employees' narcissism moderates the relationship between supervisors' gratitude expression and employees' hubristic pride such that the relationship between

supervisors' gratitude expression and employees' hubristic pride is stronger for employees with high narcissism.

### **Moderated Mediation**

Taken together, supervisors' gratitude expression was expected to be related to employees' OCB via employees' authentic pride and hubristic pride experiences, and such indirect effects were expected to differ across levels of employees' narcissism. More specifically, when employees' narcissism is low, the relationship between supervisors' gratitude experience and employees' OCB as mediated by employees' authentic pride is expected to be stronger; in other words, the indirect effect of supervisors' gratitude expression on employees' OCB via employees' authentic pride is expected to be stronger for employees with low narcissism compared to those with high narcissism. On the other hand, when employees' narcissism is high, the relationship between supervisors' gratitude experience and employees' OCB as mediated by employees' hubristic pride is expected to be stronger; in other words, the indirect effect of supervisors' gratitude expression on employees' OCB via employees' hubristic pride is expected to be stronger for employees with high narcissism compared to those with low narcissism.

*Hypothesis 4a:* Employees' narcissism moderates the strength of the relationship between supervisors' gratitude expression and employees' OCB via employees' authentic pride such that the indirect effect is stronger when employees' narcissism is lower compared to when it is higher.

*Hypothesis 4b:* Employees' narcissism moderates the strength of the relationship between supervisors' gratitude expression and employees' OCB via employees' hubristic pride such that the indirect effect is stronger when employees' narcissism is higher compared to when it is lower.

## CHAPTER II

### METHOD

#### **Participants**

Data analyzed in the present study comprised survey responses from 202 employees and their supervisors working for a large construction company located in China. The average age of employees was 29.87 years ( $SD = 5.80$ ), and 93% of employees were male.

#### **Procedure**

During normal working hours, employees and supervisors responded to questionnaires developed for the present study. These multisource data were collected simultaneously. Employees responded to items measuring their narcissism, authentic pride experience, and hubristic pride experience. Supervisors responded to items measuring their expression of gratitude toward their direct reports and their direct reports' OCB. While filling out the questionnaires, participants were informed that their participation was voluntary and that their responses would be kept confidential and would be reported in aggregate. After questionnaires were completed, they were collected and returned to a researcher who was in a room separate from the locations participants filled out the questionnaires in.

#### **Measures**

All measures were translated from English to Chinese and then back-translated to English (see Brislin, 1970).

**Supervisors' gratitude expression.** Supervisors' gratitude expression toward their subordinate(s) was measured using two items adapted from Stanton, Kirk, Cameron, and Danoff-Burg's (2000) 4-item emotional expression scale and an item developed for the purposes of this study. "I take time to express my gratitude towards [the employee in question]," "I display my

gratitude to my subordinate,” and “I let my gratitude come out freely towards [the employee in question],” were the items adapted from Stanton et al.’s (2000) emotional expression scale, and “I tend to display my gratitude to [the employee in question]” is the item that was developed for the purposes of reliability assessment (see Appendix A). Response options for each item range from 1 (*I usually don’t do this at all*) to 5 (*I usually do this a lot*). Stanton et al.’s (2000) original emotional expression items had high internal consistency ( $\alpha = .82$ ) and acceptable test-retest reliability ( $r = .72$ ). The three-item scale used in the present study also had high internal consistency ( $\alpha = .91$ ). There is evidence for the convergent and discriminant validity of Stanton et al.’s (2000) original two-item emotional expression scale: The average monotrait-heterosource (i.e., convergent) correlation was .38. The average heterotrait-monosource (i.e., discriminant) correlation between emotional expression and avoidance-directed coping was -.12. The average heterotrait-heterosource (i.e., discriminant) correlations between emotional expression and approach-directed coping and between emotional expression and avoidance-directed coping were .33 and -.10, respectively.

**Employees’ authentic pride.** Employees’ state authentic pride was measured using a 7-item state authentic pride scale developed by Tracy and Robins (2007). Example authentic pride items that participants respond to by indicating the degree to which they feel the descriptor in consideration include: “Accomplished” and “Confident” (see Appendix B). Response options for each item range from 1 (*not at all*) to 5 (*extremely*). In Tracy and Robins’s (2007) validation study, the loadings of the state authentic pride items on the state authentic pride factor ranged from .61 to .79. In the present study, the internal consistency of the state authentic pride scale matched the high internal consistency ( $\alpha = .88$ ) observed by Tracy and Robins (2007). There is evidence for the convergent and discriminant validity of the authentic pride scale: State authentic

pride is positively related to constructs such as self-esteem ( $r = .35$ ), narcissism ( $r = .22$ ; a relationship that is attenuated when self-esteem is controlled for), agreeableness ( $r = .19$ ), openness ( $r = .14$ ), and extraversion ( $r = .20$ ) and not related to emotional stability (see Tracy & Robins, 2007).

**Employees' hubristic pride.** Employees' state hubristic pride was measured using a 7-item state hubristic pride scale developed by Tracy and Robins (2007). Example hubristic pride items that participants respond to by indicating the degree to which they feel the descriptor in consideration include: "Pompous" and "Arrogant" (see Appendix B). Response options for each item ranged from 1 (*not at all*) to 5 (*extremely*). The loadings of the state hubristic pride items on the state hubristic pride factor ranged from .61 to .88, and the scale items had high internal consistency ( $\alpha = .90$ ). In the present study, the state hubristic pride scale also had high internal consistency ( $\alpha = .84$ ). There is evidence for the convergent and discriminant validity of the hubristic pride scale: State hubristic pride is negatively related to constructs such as self-esteem ( $r = -.11$ ) and agreeableness ( $r = -.17$ ), positively related to narcissism ( $r = .21$ ; a relationship that is not weakened when self-esteem is controlled for), and not related to constructs such as emotional stability, openness, and extraversion (see Tracy & Robins, 2007).

**Employees' narcissism.** Employees responded to the 16-item Narcissistic Personality Inventory (NPI-16; Ames, Rose, & Anderson, 2006), which is a short measure of subclinical narcissism that includes item pairs derived from the original 40-item Narcissistic Personality Inventory developed by Raskin and Terry (1988). Example item pairs include: "I really like to be the center of attention" (narcissistic response) / "It makes me uncomfortable to be the center of attention" (non-narcissistic response) and "I am much like everybody else" (non-narcissistic response) / "I am an extraordinary person" (narcissistic response; see Appendix C). In Ames et

al.'s (2006) validation study, the NPI-16 had acceptable internal consistency ( $\alpha = .72$ ); however, in the present study, the NPI-16's internal consistency ( $\alpha = .66$ ) failed to meet the  $\alpha \geq .70$  reliability threshold recommended by Nunnally and Bernstein (1994). There is evidence for the convergent and discriminant validity of the 16-item narcissism scale: Narcissism is positively related to constructs such as self-esteem ( $r = .24$ ) and openness ( $r = .32$ ), and not related to dispositionism (see Ames et al., 2006).

**Employees' OCB.** Supervisors evaluated subordinates' OCB with 13 items developed by Williams and Anderson (1991). Williams and Anderson's (1991) OCB items are categorized into two dimensions and respective scales (see Appendix D): OCB-I (OCBs that indirectly benefits the organization through benevolence toward specific individuals) and OCB-O (OCBs that directly benefit the organization at large), both of which exhibit high internal consistency ( $\alpha = .88$  and  $\alpha = .75$ , respectively; see Williams & Anderson, 1991). In the present study, OCB-I and OCB-O were not examined separately, and the 13-item OCB scale had high internal consistency ( $\alpha = .87$ ). Example items include: "Helps others who have heavy workloads" (OCB-I example) and "Attendance at work is above the norm" (OCB-O example). Response options for each item range from 1 (*strongly disagree*) to 5 (*strongly agree*). There is evidence for the convergent and discriminant validity of Williams and Anderson's (1991) OCB scales: Both OCB-I and OCB-O were positively related to positive arousal ( $r = .24$  and  $r = .16$ , respectively), intrinsic job cognitions ( $r = .28$  and  $r = .19$ , respectively), and extrinsic job cognitions ( $r = .24$  and  $r = .25$ , respectively) and not related to negative activation and organizational commitment.

**Control variables.** Employees provided data on their age and gender, which was coded as 0 (*male*) or 1 (*female*). Previous research has demonstrated that there exist age differences with regard to pride, with authentic pride increasing with age and hubristic pride decreasing with

age (Orth, Robins, & Soto, 2010). Additionally, raters expect women, compared to men, to engage in OCB more frequently (Allen & Rush, 2006), and women and men may engage in different types of OCB to different degrees (e.g., compared to women, men engage in more civic virtue OCB; see Kidder, 2002).

## CHAPTER III

### RESULTS

Before I conducted any primary analyses, I assessed missing data. There were no missing data for the focal variables of interest (i.e., supervisors' gratitude expression and employees' narcissism, authentic pride, hubristic pride, and OCB); however, there were missing data for the control variables (i.e., employees' age and gender). Because more than 5% of the data for employees' age (6%) and gender (7%) were missing and because there was no evidence for systematic missingness according to results of the missing values analysis conducted in SPSS, values were imputed using the expectation maximization (EM) method (see Roth, 1994). With the EM method, maximum likelihood estimation is used to iteratively estimate missing data and parameter estimates until parameter estimates converge. This data imputation enabled analyses to be conducted in Mplus with all participants ( $N = 202$ ) rather than just with those for whom there were complete gender and age data ( $n = 188$ ).

Next, scale scores were computed for each variable. The average of an individual's responses to items in a given scale constituted his or her score for that scale. For interpretability, gratitude and narcissism were mean centered when their interaction term was computed. After scales were computed, boxplots for each variable were checked for any outliers (i.e., observations that are three times the interquartile range). One case was an outlier on hubristic pride, but because results did not change in subsequent analyses when the outlier was removed, the results presented below reflect analyses conducted with the full dataset comprising all cases. Next, residual plots with lowess lines and Q-Q plots were assessed to determine whether the assumptions for multiple regression were met (see Cohen, Cohen, West, & Aiken, 2003). If the variances of residuals vary across values of a given predictor variable, then the homoscedasticity



assumption has been violated. If residuals are not normally distributed, then the normality of residuals assumption has been violated. Although violation of the aforementioned assumptions does not result in biased regression coefficient estimates, the standard errors may be inaccurate, and thus significance testing may be affected (Cohen et al., 2003). The residuals for employees' hubristic pride and OCB as outcome variables were slightly heteroscedastic and nonnormal. Although some scholars advise against transforming variables to address problematic residuals because doing so may result in interpretability issues with the original data (e.g., Feng, Wang, Lu, Chen, He, Lu, & Tu, 2014), employees' hubristic pride and OCB were log and square-root transformed. Neither type of transformation resulted in residuals that met the homoscedasticity and normality of residuals assumptions or different results; thus, the results presented below reflect analyses conducted with the original untransformed data.

Means, standard deviations, and bivariate correlations are displayed in Table 1.<sup>1</sup> The present study's hypotheses and the moderated mediation model were tested with path-analytic methods (Preacher, Rucker, & Hayes, 2007), and a cluster variable (i.e., supervisor) was specified in Mplus to account for the nested structure of the data (i.e., employee nested within supervisor). Additionally, to evaluate indirect effects and conditional indirect effects, Monte Carlo confidence intervals were calculated (Selig & Preacher, 2008).

Overall model fit was assessed in Mplus. The model fit the data well (see Hooper, Coughlan, & Mullen, 2008):  $\chi^2(3, N = 202) = 3.91, p = 0.27; CFI = 0.99; RMSEA = 0.04,$

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<sup>1</sup> A committee member commented that the relationship between employees' narcissism and authentic pride was seemingly stronger than the relationship between employees' narcissism and hubristic pride (see Table 1). Although this finding may seem intuitively unexpected (cf. Tracy & Robins, 2007, for a discussion on how controlling for self-esteem impacts the relationships between the two pride facets and narcissism), a test of the difference between the two correlations (see Lee & Preacher, 2013) revealed that the relationships did not actually differ ( $z = 1.17, p = 0.24$ ). When the corresponding relationships observed by Tracy and Robins (2007, p. 521) were subjected to the same test, they, too, did not differ ( $z = 0.14, p = 0.89$ ).

Table 1

*Summary of Means, Standard Deviations, and Bivariate Correlations of Study Variables*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Gender	0.07	0.25						
2. Age	29.87	5.80	-.12					
3. GE	2.77	0.88	.00	-.05				
4. Narcissism	0.38	0.18	.01	-.01	-.09			
5. Authentic pride	3.17	0.83	-.08	.19**	.00	.32***		
6. Hubristic pride	1.54	0.59	-.03	.06	-.13	.21**	.01	
7. OCB	4.02	0.46	.06	.05	.48***	-.01	.12	-.24**

*Note.*  $N = 202$ . Gender: 0 = male, 1 = female. GE = gratitude expression. OCB = organizational citizenship behavior.

\*\* $p < .01$ . \*\*\* $p < .001$ .

$SRMR = 0.02$ . Given the tolerance and variance inflation factor (VIF) values for the regression paths analyzed in Mplus, it was determined that multicollinearity was not an issue (tolerance  $\geq .95$ , VIF  $\leq 1.06$ ). Unstandardized coefficients and standard errors associated with the regression path analyses are displayed in Table 2. For hypothesis 1, supervisors' gratitude expression was expected to be positively related to employees' OCB. As displayed in Table 1, supervisors' gratitude expression and OCB were moderately and positively correlated ( $r = .48, p < .001$ ); additionally, as displayed in Table 2, supervisors' gratitude expression predicted employees' OCB ( $b = 0.24, p < .001$ ). Thus, based on the correlation between supervisors' gratitude expression and OCB and on the path analytic results, hypothesis 1 was supported.

For hypotheses 2a and 2b, employees' authentic and hubristic pride, respectively, were expected to mediate the relationship between supervisors' gratitude expression and employees'

Table 2

*Path Analyses Predicting Authentic Pride, Hubristic Pride, and OCB*

Variable	First stage dependent variable = Authentic pride		First stage dependent variable = Hubristic pride		Second stage dependent variable = OCB	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Gender	-0.23	0.20	-0.07	0.15	0.13	0.09
Age	0.03**	0.01	0.01	0.01	0.01	0.00
GE	0.04	0.08	-0.07	0.04	0.24***	0.06
Narcissism	1.50***	0.31	0.66	0.34		
GE x Narcissism	0.07	0.44	0.12	0.31		
Authentic pride					0.07	0.04
Hubristic pride					-0.14**	0.05

*Note.*  $N = 202$ . Gender: 0 = male, 1 = female. GE = gratitude expression. OCB = organizational citizenship behavior. Unstandardized coefficients are reported. Variables constituting interaction term are mean centered.

\*\* $p < .01$ . \*\*\* $p < .001$ .

OCB. To test these indirect effects, Monte Carlo confidence intervals were calculated.

Employees' authentic pride did not mediate the relationship between supervisors' gratitude expression and employees' OCB, 95% CI [-0.18, 0.25], and employees' hubristic pride did not mediate the relationship between supervisors' gratitude expression and employees' OCB, 95% CI [-0.09, 0.24]. Thus, based on the Monte Carlo confidence intervals, neither hypothesis 2a nor hypothesis 2b was supported.

For hypotheses 3a and 3b, employees' narcissism was expected to moderate the relationships (a) between supervisors' gratitude expression and employees' authentic pride and (b) between supervisors' gratitude expression and employees' hubristic pride. As displayed in

Table 2, the interaction between supervisors' gratitude expression and employees' narcissism did not significantly predict employees' authentic pride ( $b = 0.07, p = .87$ ) or hubristic pride ( $b = 0.12, p = .71$ ), so the relationships between supervisors' gratitude expression and employees' authentic pride and between supervisors' gratitude expression and employees' hubristic pride did not differ across levels of employees' narcissism; thus, neither hypothesis 3a nor hypothesis 3b was supported.

Lastly, for hypotheses 4a and 4b, employees' narcissism was expected to moderate the indirect effects of supervisors' gratitude expression on employees' OCB via employees' (a) authentic pride and (b) hubristic pride; however, because employees' narcissism did not moderate the relationships between supervisors' gratitude expression and employees' authentic pride (i.e., hypothesis 3a) or between supervisors' gratitude expression and employees' hubristic pride (i.e., hypothesis 3b), the proposed conditional indirect effects were bound to be nonsignificant. Thus, neither hypothesis 4a nor hypothesis 4b was supported.

## CHAPTER IV

### DISCUSSION

In the present study, supervisors' gratitude expression was examined as an antecedent of employees' authentic pride, hubristic pride, and OCB. Employees' authentic pride and hubristic pride were examined as mediators of the relationship between supervisors' gratitude expression and employees' OCB. Employees' narcissism was examined as a moderator variable for the relationship between supervisors' gratitude expression employees' authentic pride, the relationship between supervisors' gratitude expression and employees' hubristic pride, and the indirect effects of supervisors' gratitude expression on employees' OCB via employees' authentic pride and hubristic pride.

Although supervisors' gratitude predicted employees' OCB, it did not predict employees' authentic pride or hubristic pride. Employees' narcissism did not moderate the relationships between supervisors' gratitude expression and employees' authentic pride and between supervisors' gratitude expression and employees' hubristic pride; in other words, these relationships did not differ across levels of employees' narcissism. Additionally, employees' authentic pride did not predict employees' OCB, but employees' hubristic pride predicted employees' OCB; however, neither employees' authentic pride nor their hubristic pride mediated the relationship between supervisors' gratitude expression and employees' OCB. Thus, the relationship between supervisors' gratitude expression and employees' OCB was not explained by employees' authentic and hubristic pride and was not moderated by employees' narcissism.

#### **Implications for Theory and Research**

The finding that supervisors' gratitude expression is associated with employees' OCB supports the theoretical proposal that gratitude expression functions as a moral reinforcer

(McCullough et al., 2001); when a beneficiary expresses gratitude toward a benefactor, the benefactor is reinforced to engage in prosocial behavior. Thus, although a supervisor experiencing gratitude may be motivated to engage in prosocial behavior toward his or her direct reports and other employees in the organization, it may be the outward *expression* of such gratitude toward a direct report that is important for a direct report's subsequent prosocial behavior toward the supervisor and other coworkers. Also, evidence from the present study in support of gratitude expression functioning as a moral reinforcer suggests that gratitude expression, in addition to experience (see Fredrickson, 2004), broadens and builds; specifically, beneficiaries' gratitude expression may broaden benefactors' prosocial thoughts and build benefactors' social support. Interacting with a supervisor who has expressed gratitude may make an employee's own good deeds and prosocial thoughts salient and may encourage the employee to engage in subsequent OCBs that are functional for the building and maintaining of work relationships.

Although the findings of the present study suggest that broaden-and-build theory can be applied to examinations of the prosocial nature of gratitude expression in the workplace, the findings involving employees' authentic pride did not correspond to expectations based on broaden-and-build theory. There was no significant relationship between employees' authentic pride and OCB. This finding is surprising because authentic pride is conceptually positively associated with prosocial behavior, such as altruism (Tracy & Robins, 2007; Wubben et al., 2012), especially if authentic pride is experienced in relation to previous accomplishments that involved engaging in helping behavior (see Hu & Kaplan, 2015). However, as expected, there was a significant negative relationship between employees' hubristic pride and OCB. This finding is in line with Hu and Kaplan's (2015) proposal that hubristic pride is negatively related

to contextual performance. Thus, in the present study, the experience of authentic pride did not foster employees' OCB, and in general the more employees experienced hubristic pride, the less they engaged in OCB.

Additionally, the findings involving employees' authentic and hubristic pride did not correspond to expectations based on affective events theory (AET). To reiterate, AET posits that work events elicit affective reactions, which in turn have consequences for affect-driven behaviors, and personality traits interact with work events and impact the intensity of affective reactions (Weiss & Cropanzano, 1996). Neither authentic pride nor hubristic pride was associated with supervisors' gratitude expression, and only hubristic pride (and not authentic pride) was associated with OCB; thus, pride did not mediate the relationship between supervisors' gratitude expression and employees' OCB. Perhaps pride is not a focal mediator in such a relationship; however, it is important to consider how supervisors' gratitude expression and employees' authentic and hubristic pride were operationalized in the present study.

Supervisors' gratitude expression was not measured as a discrete affective event; the items more or less measured a supervisor's tendency (from his or her perspective) to express gratitude toward a given direct report (see Appendix A). Also, employees' pride experience was not contextualized to achievements for which they received recognition or gratitude from their supervisors. The workplace is a context in which there are many events that can elicit pride in an employee, but compared to other events (e.g., a promotion, receiving an award), expressions of gratitude from one's supervisor might not be as strong of a pride-eliciting event. Additionally, according to the emotions as social information model (see Van Kleef, 2009), emotional expressions trigger the experience of emotions and affect-driven behaviors for observers of such emotional expressions. Thus, an indirect effect of supervisors' gratitude expression on

employees' OCB via employees' pride experience would more likely have been observed if supervisors' gratitude expression was captured as a true discrete work event and if employees' authentic and hubristic pride was captured specifically with regard to experiencing such an event.

Contrary to expectations based on AET employees' narcissism did not operate as a moderator variable in the present study. The relationships, or lack thereof, between supervisors' gratitude expression and employees' authentic pride and hubristic pride do not differ across levels of employees' narcissism. Perhaps supervisors' gratitude expression does not strongly engender pride—in *any employee*.

### **Implications for Practice**

Similar to Grant and Gino's (2010) study on the effectiveness of managerial gratitude for university fundraisers' OCB, supervisors' gratitude expression was positively related to employees' OCB in the present study. Thus, it would be prudent of organizations to encourage managers to actively express gratitude toward their direct reports. Expressing gratitude toward direct reports is a means of employee recognition and appreciation, both of which are important for employee motivation and performance (Brun & Dugas, 2008). Organizations may be interested in implementing formal employee appreciation and recognition programs to institutionalize gratitude expression and create grateful workplaces (see Fehr et al., 2016). Regular recognition of good work and prosocial behavior may result in the development of an organizational core competency in the form of upward spirals of gratitude and prosocial behavior such that employees are motivated to continue working hard and engaging in OCB for which they will be recognized (see Fredrickson, 2000).

Additionally, given the negative link between employees' hubristic pride and OCB, it would be prudent of organizations that value OCB to address work events that elicit hubristic



pride. Managers might consider framing other affective work events that have the potential to elicit pride (e.g., sales contests, performance evaluation) such that an employees' hard work and effort, and not ability, are emphasized so as to reduce the possibility for hubristic pride to be experienced and OCB to be detrimentally impacted.

### **Limitations and Future Directions**

In spite of the aforementioned findings, there are several points to be made about the present study that have implications for the generalizability of the results to contexts beyond that of the present study, and there are several limitations which warrant discussion. Because of the cross-sectional nature of the present study's design, the causal direction of relationships as specified in the overall model that was examined cannot be inferred. For example, although there was a significant positive relationship between OCB and gratitude expression, it does not follow that supervisors' gratitude expression necessarily causes employees to engage in more OCB; it is entirely conceivable that supervisors thank their direct reports *for* engaging in OCB. Future research can take on several alternative study designs to examine the directionality of such a relationship. Researchers could employ a longitudinal design to determine whether supervisors' gratitude expression collected at an initial time point predicts employees' OCB at a subsequent point more strongly than initial employees' OCB predicts subsequent supervisors' gratitude expression; alternatively, researchers could employ a quasi-experimental design to determine whether implementing a training program to increase supervisors' gratitude expression results in direct reports engaging in more OCB. The directionality of the other relationships specified in the present study's model could also be examined using such study designs.

How supervisors' gratitude expression was captured may be another study limitation. Although it is logical to directly ask supervisors—notwithstanding the biases associated with

single-source, self-reported data (e.g., common method variance attributable to having a single source provide data; see Podsakoff, MacKenzie, Lee, & Podsakoff, 2003)—the degree to which they express gratitude toward their direct reports, examining supervisors' gratitude expression from the perspective of their direct reports may be insightful. Examining supervisors' gratitude expression as perceived by direct reports may be a better way to capture supervisors' gratitude expression as an affective event that has consequences for direct reports' emotions and behavior. After all, according to the Thomas Dictum, "If [people] define situations as real, they are real in their consequences" (Thomas & Thomas, 1928, p. 572). A supervisor's self-reported gratitude expression toward his or her direct reports is not a "real" affective event for the direct reports unless they perceive the gratitude expression. Because "studying dyadic phenomena . . . from the perspective of one dyad member is 'theoretically deficient'" (Matta, Scott, Koopman, & Conlon, 2015, p. 1687), I recommend that researchers interested in further examining the relationships between supervisors' gratitude expression and employees' OCB, pride, and other affective experiences collect data on supervisors' gratitude expression from the perspectives of not only supervisors, but also direct reports.

Also, the narcissism measure used in this study had low internal consistency. When administered to the present study's participants, the NPI-16 (16 items;  $\alpha = .66$ ) failed to meet the  $\alpha \geq .70$  reliability threshold recommended by Nunnally and Bernstein (1994). To determine whether there were any specific item pairs that did not hang together with the others, I conducted an item analysis in SPSS. I checked the original 16 item pairs' corrected item-total correlations (CITCs) for values that were negative or close to zero. Because item pair 7 (i.e., "People sometimes believe what I tell them" [non-narcissistic response] / "I can make anybody believe anything I want them to" [narcissistic response]) had a CITC of  $-.074$ , it was removed.

Removing this item pair resulted in a scale with increased reliability (15 item pairs;  $\alpha = .69$ ); however, in this 15-item scale, item pair 4 (i.e., “I usually get the respect that I deserve” [non-narcissistic response] / “I insist upon getting the respect that is due me” [narcissistic response]) had a CITC of .038, so it was also removed. Removing this item resulted in a scale with acceptable reliability (14 item pairs;  $\alpha = .70$ ). Analyses were rerun with the 14-item-pair narcissism measure, but the results did not change.

From the results of this item analysis, it can be concluded that item pair 4 and item pair 7 did not hang together with the other item pairs when administered to the present study’s sample. The low internal consistency of the NPI-16 in the present study underscores two points. First, the low reliability of the NPI-16 that was administered in this study may have contributed to the lack of an observed interaction effect between supervisors’ gratitude expression and employees’ narcissism on employees’ pride. Murphy and Russell (2007) recommended that “moderator studies should not be conducted unless the investigator has access to reliable measures of X, Y, and Z [emphasis added; i.e., the moderator variable]” (p. 561). Second, although measures were translated into Chinese and back-translated into English to ensure that the measures used in this study retained the meanings of the original English measures and conveyed concepts in a manner that sounded natural in both English and Chinese, measurement equivalence was not formally examined. If measurement equivalence between back-translated measures of narcissism and their English counterparts cannot be established (e.g., Meisel, Ning, Campbell, & Goodie, 2016), researchers should examine the nature of narcissism as a construct in Chinese samples and develop specific measures to capture how it manifests in such contexts.

Similar to how narcissism may be qualitatively different in Chinese contexts compared to Western contexts, social norms on gratitude expression and pride experience also differ, and

these differences have implications for how the present study's findings should be interpreted. Gratitude is expressed and perceived differently in China than it is in Western contexts. Compared to how often "thank you" is uttered in Western settings, *xiexie*, which is a Mandarin expression of gratitude, is used less frequently by native Mandarin speakers. For example, in a Chinese context, verbal expressions of gratitude are typically omitted for minor favors (e.g., borrowing a pen, having someone relay a message)—especially among those one considers close (e.g., close friends, family; Cui, 2012). The formality that is associated with verbal expressions of gratitude may be considered impolite by benefactors in that it is perceived as creating distance between benefactors and beneficiaries (Fallows, 2015; Robertson, 2014). Although the gratitude expression measure used in the present study does not specify *how* gratitude is expressed or capture the reasons for which gratitude is expressed—it only captures the degree to which supervisors express gratitude toward their direct reports—it is important to note that the relationships involving gratitude expression as examined in this study should be interpreted with regard to how Western and Chinese gratitude expression norms differ. Whether how one's supervisor expresses gratitude and the reasons for which gratitude is expressed are related to one's OCB and experience of pride and whether culture is a moderator variable constitute research ideas that can be examined in future cross-cultural studies.

One final example of a limitation of the present study concerns the nature of pride. Although the two-facet structure discovered by Tracy and Robins (2007) emerges not just in Western samples, but also in Eastern samples including Chinese ones (e.g., Shi, Chung, Cheng, Tracy, Robins, Chen, & Zheng, 2016), pride is experienced somewhat differently in Chinese contexts compared to Western contexts. Whereas the experience of pride in an American context is primarily idiocentric in that it typically involves seeing oneself as competent and capable of

effecting socially desired outcomes, pride in Chinese contexts is primarily allocentric in that it is typically experienced in relation to how the accomplishment of socially desired outcomes brings harmonization between the self and others (e.g., family, school, country; see Mascolo, Fischer, & Li, 2003). Thus, when interpreting the present study's findings regarding employees' pride experience, it is important to consider cross-cultural differences in how individuals emotionally respond to their achievement of socially desired outcomes

### **Conclusion**

Emotions in the workplace are relevant to consider when studying organizational behavior. Although most of the present study's hypotheses were not supported, employees' OCB was positively linked to supervisors' gratitude expression and negatively linked to employees' hubristic pride. In other words, in general the more a supervisor expressed gratitude toward a direct report, the more the direct report engaged in OCB, and in general the more an employee experienced hubristic pride, the less he or she engaged in OCB. The present study's findings add to the scant literature on gratitude expression and pride experience in the workplace and employee recognition. Additionally, the present study demonstrates broaden-and-build theory's applicability to not only emotional experience, but also emotional expression, namely gratitude expression, and supports the theoretical claim that hubristic pride is negatively related to contextual performance. More organizational researchers are invited to continue examining the emotion-related antecedents of OCB in future studies.

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## APPENDICES

### APPENDIX A

#### SUPERVISORS' GRATITUDE EXPRESSION SCALE

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##### Items

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1. I take time to express my gratitude towards [the employee in question].
  2. I let my gratitude come out freely towards [the employee in question].
  3. I tend to display my gratitude to [the employee in question].
- 

*Note.* Items 1 and 2 are from Stanton, Kirk, Cameron, and Danoff-Burg (2000). Item 3 was developed for the purposes of this study. Response options range from 1 (*I usually don't do this at all*) to 4 (*I usually do this a lot*).

**APPENDIX B**  
**STATE PRIDE SCALE<sup>2</sup>**

Instructions: Below are a number of words and phrases that describe different feelings and emotions. Read each item and then indicate the extent to which you feel this way using the scale shown below:

1-----2-----3-----4-----5

Not at All      Somewhat      Moderate      Very Much      Extremely

- |  |   |
|--|---|
| <p>___ <b>Arrogant</b></p> <p>___ Confident</p> <p>___ <b>Conceited</b></p> <p>___ Fulfilled</p> <p>___ <b>Pompous</b></p> <p>___ Accomplished</p> <p>___ Like I have self-worth</p> | <p>___ Like I am achieving</p> <p>___ <b>Egotistical</b></p> <p>___ Successful</p> <p>___ <b>Stuck-up</b></p> <p>___ Productive</p> <p>___ <b>Snobbish</b></p> <p>___ <b>Smug</b></p> |
|--|---|

<sup>2</sup> Bolded items are the hubristic pride items. Hubristic pride items were not bolded in the questionnaire filled out by participants.



## APPENDIX C

### NARCISSISTIC PERSONALITY INVENTORY-16<sup>3</sup>

Instructions: Read each pair of statements below and place an “X” by the one that comes closest to describing your feelings and beliefs about yourself. You may feel that neither statement describes you well, but pick the one that comes closest. Please complete all pairs.

1.   \_\_\_ **I really like to be the center of attention**  
      \_\_\_ It makes me uncomfortable to be the center of attention
2.   \_\_\_ I am no better or no worse than most people  
      \_\_\_ **I think I am a special person**
3.   \_\_\_ **Everybody likes to hear my stories**  
      \_\_\_ Sometimes I tell good stories
4.   \_\_\_ I usually get the respect that I deserve  
      \_\_\_ **I insist upon getting the respect that is due me**
5.   \_\_\_ I don't mind following orders  
      \_\_\_ **I like having authority over people**
6.   \_\_\_ **I am going to be a great person**  
      \_\_\_ I hope I am going to be successful
7.   \_\_\_ People sometimes believe what I tell them  
      \_\_\_ **I can make anybody believe anything I want them to**
8.   \_\_\_ **I expect a great deal from other people**  
      \_\_\_ I like to do things for other people
9.   \_\_\_ **I like to be the center of attention**  
      \_\_\_ I prefer to blend in with the crowd
10.  \_\_\_ I am much like everybody else  
      \_\_\_ **I am an extraordinary person**
11.  \_\_\_ **I always know what I am doing**  
      \_\_\_ Sometimes I am not sure of what I am doing
12.  \_\_\_ I don't like it when I find myself manipulating people

<sup>3</sup> The bolded response option in each item pair is the narcissistic response. Narcissistic response options were not bolded in the questionnaire filled out by participants.

- \_\_\_ **I find it easy to manipulate people**
13. \_\_\_ Being an authority doesn't mean that much to me  
\_\_\_ **People always seem to recognize my authority**
14. \_\_\_ **I know that I am good because everybody keeps telling me so**  
\_\_\_ When people compliment me I sometimes get embarrassed
15. \_\_\_ I try not to be a show off  
\_\_\_ **I am apt to show off if I get the chance**
16. \_\_\_ **I am more capable than other people**  
\_\_\_ There is a lot that I can learn from other people

**APPENDIX D**  
**ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

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Items

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1. Helps others who have been absent.
  2. Helps others who have heavy workloads.
  3. Assists supervisor with her/his work (when not asked).
  4. Takes time to listen to co-workers' problems and worries.
  5. Goes out of the way to help new employees.
  6. Takes a personal interest in other employees.
  7. Passes along information to co-workers.
  8. Attendance at work is above the norm.
  9. Gives advance notice when unable to come to work.
  10. Takes undeserved work breaks.
  11. Great deal of time spent with personal phone conversations.
  12. Complains about insignificant things at work.
  13. Adheres to informal rules devised to maintain order.
- 

*Note.* Items 1 through 7 are OCB-I items. Items 8 through 13 are OCB-O items. Response options range from 1 (*strongly disagree*) to 5 (*strongly agree*).

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### Peer-Reviewed Presentations

- Dillulio, P., Collmus, A. B., Reynoldson, K. R., Jimenez, W. P., Kenneally, C., Cigularov, K. P., & Redman, J. (2018, August). *Training needs assessment of combat-wounded warriors: Challenges to reintegration and transition*. Poster session presented at the 126th Annual Convention of the American Psychological Association, San Francisco, CA.
- Garden, R. C., Hu, X., Jimenez, W. P., & Kenneally, C. (2018, April). *Predicting intraindividual patterns of OCB-Es: Development of a cross-level model*. Paper presented at the 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Garden, R. C., Hu, X., Jimenez, W. P., & Kenneally, C. (2018, April). *Relationships between employee well-being and performance: A PERMA approach*. Paper presented at the 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Hu, X., Zhan, Y., Yao, X., & Jimenez, W. P. (2017, July). *A field experiment of the influence of a positive reflection intervention on employee well-being and performance*. Poster session presented at the 15th European Congress of Psychology, Amsterdam, Netherlands.
- Willford, J. C., Tomczak, D. L., Jimenez, W. P., Ravid, D., & Behrend, T. S. (2017, April). *Electronic performance monitoring type predicts monitoring reactions and contextual performance*. Paper presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.