

THE MODERATING EFFECT OF PERCEIVED JOB MOBILITY AND
PROCEDURAL JUSTICE ON THE TRANSFORMATIONAL LEADERSHIP-
ORGANIZATIONAL CITIZENSHIP BEHAVIOR RELATIONSHIP

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by

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ABSTRACT

THE MODERATING EFFECT OF PERCEIVED JOB MOBILITY AND PROCEDURAL JUSTICE ON THE TRANSFORMATIONAL LEADERSHIP-ORGANIZATIONAL CITIZENSHIP BEHAVIOR RELATIONSHIP

by Katarina M. Schulz

The purpose of the present study was to examine how perceived job mobility moderated the relationship between transformational leadership and organizational citizenship behaviors. Further, procedural justice was tested as a moderator of the moderated relationship of perceived job mobility on the transformational leadership-organizational citizenship behaviors relationship. A total of 182 responses from my professional and personal network participated in an online survey. The data were analyzed using hierarchical multiple regression analyses. Results indicated that perceived job mobility moderated the relationship between transformational leadership and organizational citizenship behaviors, such that the more an employee believed he or she had high mobility, the stronger the relationship between transformational leadership and organizational citizenship behaviors became. Furthermore, procedural justice also moderated the moderated relationship of job mobility on some of the transformational leadership dimensions and organizational citizenship behaviors. Theoretical implications of this study are discussed and include expanding on the scant research examining the use of double moderation, particularly that of the relationship between transformational leadership, organizational citizenship behaviors, and job mobility. The practical implications of this study infer the importance of job mobility and fairness within a company and the impact they have on the performance of the employees.

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Introduction

The transformational leadership-organizational citizenship behavior relationship has received increasing attention from researchers as the goal to obtain the best work possible from an organization's workforce is becoming more sought after (Belschak, Den Hartog, & Kalshoven, 2015; Boerner, et al., 2007; Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Strauss, Griffin, & Rafferty, 2009). Furthermore, there are many factors that can influence and change the dynamic of this relationship. Previous research has examined different variables' impact on organizational citizenship behaviors, such as demographics, personality traits, job characteristics and leadership, as well as personal factors that may influence the transformational leadership-organizational citizenship behavior relationship. However, there is a lack of research on more organization-driven moderating factors, such as perceived job mobility and procedural justice. Therefore, the purpose of this study was to examine the impact of perceived job mobility and procedural justice on the relationship between transformational leadership and organizational citizenship behavior relationship.

Organizational Citizenship Behaviors (OCBs)

There has been an increase in research attention on extra-role performance in terms of how it affects a company's performance and its influence on the overall functioning of an organization (Barnard, 1938; Katz & Kahn, 1966; Organ, 1988; Podsakoff, Ahearne, & MacKenzie, 1997). The purpose of these studies was to distinguish between in-role and extra-role performance. It is generally agreed upon that in-role performance refers to

work behaviors that are included within a person's formal job description, whereas extra-role performance refers to work behaviors that go beyond preconceived formal job roles and are considered discretionary in nature (Barnard, 1938; Katz & Kahn, 1966; Organ 1988; Podsakoff et al., 1997). Extra-role performance includes employee behavior that is discretionary, or not directly or explicitly recognized by the formal reward system, and is believed to promote the effective functioning of the organization (MacKenzie, Podsakoff, & Paine, 1999). A popular operationalization of extra-role performance is the concept of organizational citizenship behaviors (OCBs) (Bateman & Organ, 1983; Organ 1988; Smith, Organ, & Near, 1983). OCBs have become of interest to researchers because they have been shown to positively affect an organization's effectiveness and success (George & Bettenhausen, 1990; Podsakoff et. al., 1997; Podsakoff & MacKenzie, 1994, 1997).

One of the most widely used definitions of OCBs stems from Organ (1988); he defined OCBs as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 4). This is very similar to the definition of extra-role behaviors; however, the definition of OCBs is further differentiated through a five-dimensional model that includes the characteristics of altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Organ, 1988). Subsequent researchers have studied which dimensions should be considered organizational citizenship behaviors and what attributes those dimensions embrace. However, for the sake of this research, the following five dimensions will be used because OCBs are most commonly measured in this way.

Altruism has been defined as discretionary behaviors that help an internal (e.g., coworker) or external (e.g., customer) stakeholder with an organizationally relevant task or problem (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Sommer & Kulkarni, 2012). In some research, altruism is also denominated as general helping (Marinova, Van Dyne, & Moon, 2015). Examples of altruistic behavior are assisting others with their work load, volunteering to take on extra work if they see a fellow employee as being overwhelmed, or doing favors for fellow employees even if they are outside the realm of the work environment, such as driving a co-worker to work after his or her car has broken down.

Courtesy is described as employee behaviors that are aimed at preventing the occurrence of work-related conflicts with others (Organ, 1988; Podsakoff et al., 1990). For instance, courtesy can include sharing information and inquiring about their life outside of the workplace (Sommer & Kulkarni, 2012). An employee showing courteous extra-role behaviors could take part in actions such as replacing used items, or being aware of his or her noise levels when others are on the phone.

Conscientiousness in this framework is considered discretionary behaviors that go well beyond an employee's minimum role requirements in areas such as attendance, obeying rules and regulations, and usage of break time (Organ, 1988; Podsakoff et al., 1990). Conscientiousness is reflected in punctuality and extra work in the absence of remuneration such as overtime pay (Sommer & Kulkarni, 2012). Conscientiousness is accomplished by exceeding the expectations of an employer's requirements within the typical job duties.

Sportsmanship is defined as the willingness of an employee to tolerate less than ideal circumstances without complaining, railing against real or imagined slights, or disputing a situation of small significance (Organ, 1988). Sportsmanship is aimed at maintaining a positive work environment (Marinova et al., 2015). An example of this behavior would be when employees keep any negative feelings to themselves after their project gets harshly criticized, rather than complaining about the situation to their co-workers.

Civic virtue is defined as participating in, being involved in, or being concerned about the life and success of the organization (Organ, 1988; Podsakoff et al., 1990). This is reflected through involvement in organizational policies and efforts to enhance organizational functioning (Sommer & Kulkarni, 2012). Examples of civic behavior are attending meetings that are not mandatory, reading and keeping up on organization-wide announcements and changes, and attending functions that are not required but help the company's image. Civic virtue is demonstrated when an employee expresses his or her public opinion regarding the company when speaking to others, as well as when representing the company at charitable events.

Predictors of OCBs

Because OCBs have been shown to be extremely beneficial and have a large impact on organizational performance, much research has focused on discovering the predictors of organizational citizenship behaviors (Podsakoff & MacKenzie, 1997). These predictors have typically been grouped as demographic, personality traits, job-related characteristics, and leadership traits and styles.

Demographic predictors. There are many demographic variables that have been found to be relevant to workplace outcomes, including the display of OCBs. In past research, gender has been linked to several different attitudes, behaviors, and outcomes that occur in the workplace (Williams & O'Reilly, 1998). Gender has also been found to be a determinant of the frequency of OCBs; more specifically, women have been found to display more forms of OCBs than men, especially the dimensions of altruism and conscientiousness, whereas males have been found to engage in more civic virtue behaviors (Lovell et al., 1999; Organ & Ryan, 1995). Morrison (1994) found gender was significantly related to the OCB dimension of altruism, such that female employees were more likely to demonstrate altruistic extra-role behaviors when compared to their male counterparts. The researcher suggests these findings occur because women are generally thought to be more nurturing and helpful, which leads them to perform more altruistic OCBs than men. In addition, Morrison (1994) found that gender was significantly related to the OCB dimension of conscientiousness, such that female employees engaged in more conscientious extra-role behaviors than male employees. Similar research by Kidder (2002) extensively examined the relationship between gender and OCBs in an effort to explore the influential nature of gender identity and the importance of OCBs on organization performance. She found that gender identity influenced OCBs, such that employees who reported having a high female identity reported performing altruistic OCBs more often than those with a more male identity. Kidder (2002) found that employees with a high masculine identity performed civic virtue OCBs more often. Interestingly, although females were found to be significantly less likely to perform civic

virtue behaviors, there were no gender differences in performance of altruistic behaviors when the study controlled for the employee's role.

Age has also been examined as a predictor of OCBs. Morrison (1994) looked at whether different age groups disagreed in their categorizations of certain behaviors generally considered to be OCBs as actually being extra-role. In this study, age was significantly related to three of the five OCB dimensions (altruism, conscientiousness, and sportsmanship), such that the older individuals were, the less likely they were to categorize OCBs in these three dimensions as extra-role behaviors, thus thinking of them as in-role behaviors. This study indicates that if older employees categorize OCBs as in-role, they display these behaviors more because they think of them as part of their job duties (Morrison, 1994).

Personality traits. One theory of personality that is commonly used is the five-factor model of personality (Barrick & Mount, 1991; McCrae & Costa, 1987). Within this model, two of the five personality traits, conscientiousness and agreeableness, have been identified as predictors of OCBs (Organ & Lingl, 1995). In the five factor model of personality, conscientiousness is defined as an employee's ability to be organized, careful, self-disciplined, and responsible (McCrae & Costa, 1987; Organ & Lingl, 1995). Agreeableness as a personality trait refers to the extent to which an employee is good-natured, helpful, trusting, and cooperative (Organ & Lingl, 1995). In this research, it was predicted that conscientiousness would be specifically related to the organizational citizenship behavior dimension of civic virtue (Konovsky & Organ 1996; Organ & Lingl, 1995; Vey & Campbell, 2004). However, the personality trait of conscientiousness only

showed a positive relationship with conscientiousness OCBs (Organ & Lingl, 1995; Organ & Ryan, 1995). Agreeableness has been positively related to the OCB dimensions of altruism and courtesy, indicating that employees with higher levels of agreeableness are more likely to engage in altruistic and courteous behaviors (Vey & Campbell, 2004).

Job-related characteristics. There has been a substantial amount of research examining the impact of perceptions of fairness in the workplace on organizational citizenship behaviors. Fairness has been defined as subordinates perceiving they are treated fairly based on their leader's behavior, as well as the leader's overall interest in and prioritization of employees' goals and concerns (McGregor, 1960). The research into how fairness played a role in predicting OCBs stemmed from Organ's (1988) assertion that when employees perceived themselves as being treated fairly, they tended to reciprocate those feelings by displaying OCBs (Blau, 1964). Fairness has been found to be one of the key job-related predictors of OCBs. In past field studies and meta-analyses, fairness has been found to be positively related to OCBs, where the higher the perception of fairness, the more likely employees will demonstrate OCBs (Ehrhart, 2004; Colquitt, Conlon, Wesson, Porter & Ng, 2001; Niehof & Moorman, 1993; Organ & Ryan, 1995; Skarlicki & Latham, 1996, 1997).

Leader's charisma. In addition to the personality traits described above, researchers have also examined other, more specific, personality traits as predictors of organizational citizenship behaviors; one of these traits is leader charisma. Charisma is thought to be a person's ability to hold significant influence over a group of people and have a certain magnetic presence that encourages others to listen to them. Charismatic leaders tend to

focus on collective goals and performance through collective efforts (Bass & Riggio, 2006; Shamir, House, & Arthur, 1993), and the leader's efforts are implemented through strong empowerment and delegation processes. Charismatic leaders also motivate their employees to transform their self-interests into group interests through influencing employees' values, ideas, and beliefs (Conger & Kanungo, 1998; Shamir et al., 1993). Charismatic leadership has been found to be positively related to an employee's likelihood of taking part in OCBs that benefit the group (Cho & Dansereau, 2010). Leader charisma is believed to encourage followers to engage in extra-role behaviors, or OCBs, because the employees have more responsibilities and feel qualified to do more than their normal duties (Howell, 1988).

Transformational Leadership

In addition to studying personality characteristics such as leader charisma, there has been an increase in research associating leadership style with organizational citizenship behaviors. More specifically, there has been a recent surge in researchers studying transformational leadership and what dimensions of OCBs can be tied to this particular leadership style (Belschak & Den Hartog, 2010; Belschak, Den Hartog, & Kalshoven, 2015; Boerner, et al., 2007; Den Hartog & Belschak, 2012; Griffin, Parker, & Mason, 2010; Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Strauss, Griffin, & Rafferty, 2009).

Transformational leadership involves leaders recognizing the need for change and then fundamentally changing the values, goals, and aspirations of their followers so that they perform their work beyond the level of expectation (Boerner, Eisenbeiss, &

Griesser, 2007; MacKenzie, Podsakoff, & Rich, 2001). A transformational leader is one who articulates and creates a compelling shared vision of the future, intellectually stimulates their employees, provides an abundance of support for their team, guides them through adaptations, recognizes differences among employees, sets high expectations for their employees, and inspires them to accomplish challenging goals (Bass, 1985, 1999; Podsakoff et al., 1990). Transformational leaders not only inspire their employees to individually perform better, but also motivate them to perform more collectively on group outcomes (Jung & Sosik, 2002; Kirkman et al., 2009). Additionally, transformational leaders enhance followers' capacities to think on their own and develop new ideas (Bass & Avolio, 1990).

Some researchers have operationalized transformational leadership using six dimensions that describe different integral behaviors (Boerner et al., 2007; Podsakoff et al., 1990; Wang & Howell, 2010). These dimensions consist of articulating a vision, providing an appropriate role model, fostering acceptance of group goals, providing individualized support, high performance expectations, and providing intellectual stimulation.

Articulating a vision has been defined as leader behavior aimed at identifying new opportunities for employees by developing and inspiring others with a vision of the future (Podsakoff et al., 1990). Articulating a vision has also been defined as inspirational motivation, in which leaders encourage followers to envision attractive future states (Bass, 1985; Boerner et al., 2007). This dimension reflects how a transformational leader

provides challenges and meaning to their followers and how the leader shows confidence in their followers, which leads to increased team spirit (Bass & Riggio, 2006).

Providing an appropriate role model is described as the leader setting a behavioral example for employees to follow, consistent with positive values the leader finds important (Podsakoff et al., 1990). A transformational leader who is an appropriate role model is willing to take risks, shows self-sacrificing behaviors, and demonstrates a high standard of ethical and moral conduct for the sake of the greater good (Bass & Riggio, 2006).

Fostering the acceptance of group goals reflects leaders' ability to promote cooperation among employees and getting them to work together towards a common goal (Podsakoff et al., 1990). This can be accomplished through leaders showing their employees how the goal will benefit the group as a whole, and by encouraging team work and camaraderie among team members.

Providing individualized support reflects the extent to which leaders show concern for the personal needs and feelings of their subordinates (Bass, 1985). This has also been labeled as individualized consideration in past research (Bass 1985; Boerner, et al., 2007). Providing individualized support occurs when a leader makes an individual employee feel appreciated and that employee believes he or she can come to his or her leader with questions and get help.

Providing intellectual stimulation is accomplished by the leader challenging followers to reexamine and question their assumptions about their work and rethink how it can be performed more effectively (Bass, 1985; Podsakoff et al., 1990; Wang & Howell, 2010).

A leader who embraces this quality allows employees to voice their opinions and make suggestions, and encourages them to act upon those suggestions even if it is outside their area of specialty or their comfort zone.

Lastly, having high performance expectations is defined as the leader expressing their expectations for excellence, quality, and performance on the part of their followers (Podsakoff et al., 1990). This type of leadership is proposed to raise ordinary employees to extraordinary heights, to cause followers to do more than they are expected to do, and to perform beyond the level of expectations (Podsakoff et al., 1990).

Transformational leadership differs from other forms of leadership because it focuses specifically on enhancing the employees' pride in their organization and sense of belongingness. These feelings of belongingness and pride should not only elicit better task performance within their job duties, it should also motivate them to go beyond their required duties (Kirkman et al., 2009). Unlike other styles of leadership, transformational leaders also ensure employees are aware of the relevance, importance, and impact of their work on the group as a whole (Alge, Ballinger, Tangirala, & Oakley, 2006; Kirkman et al., 2009). In other theories of leadership, such as transactional leadership (Bass & Avolio, 1990), leaders focus more on the outcomes for the company and having compliant employees who do as they are told. However transformational leaders are more focused on the outcomes for employees and are open to suggestions from employees, which is the more ideal type of leadership that employees and companies look for.

Relationship Between Transformational Leadership and OCBs

It is believed that the more a leader performs the behaviors of a transformational leader, such as recognizing different employee needs and capabilities, the more the leader's actions are perceived as respectful by their employees, ultimately leading employees to reciprocate with better performance (Cho & Dansereau, 2010). There has been consistent support for a positive relationship between transformational leadership and OCBs across many different settings (Belschak & Den Hartog, 2010; Belschak, Den Hartog, & Kalshoven, 2015; Boerner, et al., 2007; Den Hartog & Belschak, 2012; Griffin, Parker, & Mason, 2010; Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Strauss, Griffin, & Rafferty, 2009).

Significant relationships have been found between all six dimensions of transformational leadership and the five dimensions of organizational citizenship behaviors (MacKenzie et al., 2001; Pillai, Schriesheim, & Williams, 1999; Podsakoff et al., 1990; Podsakoff, MacKenzie, & Bommer, 1996; Wang, Law, Hackett, Wang, & Chen, 2005). However, the strongest of these relationships has been found to be between the transformational leadership dimension of providing individualized support and all five dimensions of OCBs (MacKenzie et al., 2001; Marinova et al., 2015; Pillai et al., 1999b; Podsakoff et al., 1990; Podsakoff et al., 1996; Wang et al., 2005). This leadership dimension may be most strongly related to all of the OCB dimensions because it primarily focuses on the direct relationship between the leader and the employee, such that the employee feels supported by the leader which in turn leads the employee to want to go above and beyond his or her job duties for that leader.

Although most of the relationships between transformational leadership and OCBs have been found to be positive, intellectual stimulation has been found to have a negative relationship with OCBs (MacKenzie et al., 2001). It has been suggested that when a leader increases the task demands of the employees through intellectual stimulation, there is potential for a lack of trust in the manager, thus leading employees to engage in fewer OCBs (Podsakoff et al., 1990). This is seen as being due to the tendency of intellectual stimulation to increase the perception that the manager is “less predictable, dependable, and or impossible to please” (p. 122), thus decreasing the trust the employee has in their manager (MacKenzie et al., 2001).

As described above, the relationship between transformational leadership and OCBs has been examined many times. Although the idea of moderating the relationship between transformational leadership and OCBs has not been examined as often, there are many aspects of this relationship that could be influenced by additional forces and perceptions within the workplace. The next section will discuss one example of this.

Moderation of the Transformational Leadership and OCB Relationship

Autonomy has been examined as a moderator of the transformational leadership and organizational citizenship behavior relationship in the past (Den Hartog et al., 2012). Autonomy is defined as an individual’s freedom from external control or influence, providing employees with room for self-determination, allowing them to explore alternative ways to approach tasks, experience more ownership, and have an influence on outcomes (Den Hartog et al., 2012). It is because autonomy is focused on a person’s

level of freedom within his or her position that researchers have looked at the impact it has on the leadership-OCB relationship.

Autonomy has been found to moderate the relationship between transformational leadership and OCBs (Den Hartog et al., 2012). In one study, autonomy was found to increase the positive relationship between transformational leadership and OCBs, such that when an employee reported higher levels of autonomy, the employee's transformational leader was more likely to infuse work with meaning that stimulated the employee to perform to higher standards, thus having led the employees to display more OCBs as transformational leadership increased (Belschak & Den Hartog, 2010). An autonomous environment has this influence over the transformational leadership-OCB relationship because this type of environment can lead to more challenges with work balance. Having a leader who is willing to guide the employee encourages the employee to perform more OCBs because the employee can face the challenge of working in a highly autonomous environment (Den Hartog et al., 2012). When autonomy is high and many behavioral options exist, transformational leadership encourages individuals to appreciate the challenge and opportunity in the autonomous situation and display more extra-role behaviors.

Autonomy can be very influential on the transformational leadership-organizational citizenship behavior relationship. However, autonomy is dependent on the organization's ability to allow employees' flexibility within their roles. This can lead to vastly different experiences for individuals within the same company. Consequently, a focus of this study was to examine a moderator that is completely dictated by the organization, is

relevant in any environment, and influences how situations in which there is not a lot of control over the work environment can influence the relationship between the type of leader and participation in OCBs. Perceived job mobility is a highly influential variable that is relevant in most companies, and it can seriously affect a person's relationship with his or her leader, thus influencing the employee's participation in extra-role behaviors.

Perceived Job Mobility

Perceived internal job mobility represents an employee's assessment of the favorability of the internal job environment. It refers to an individual's perceived ease of movement, both horizontally and laterally, between departments or positions; the more perceived job advancements, the higher the perceived internal job mobility (Hui, Law, & Chen, 1999). External job mobility is defined as job opportunities an employee believes are available outside of his or her current organization (Hui et al., 1999). Perceived mobility differs from actual mobility in that perceived mobility is determined by the employees' perceptions of the mobility happening, whereas actual mobility is a measure of actual job changes within their organization. For the purpose of this study, only internal job mobility was examined because organizations have more control over internal job mobility than external job mobility.

Perceived internal job mobility is an important factor to consider within the transformational leadership and organizational citizenship behavior relationship because job mobility affects the extent to which the employee's behaviors will be influenced by his or her leader's behavior. For example, if an employee has a leader who is inspirational and makes the employee aware of the leader's vision of the future, the

employee will be more likely to exhibit more OCBs as a form of gratitude towards his or her manager for the support the leader has shown them. However, it is expected that if there is also high mobility within the company, an employee of a transformational leader will be more likely to know about the opportunities and feel more supported by the transformational leader in pursuing those opportunities, thus encouraging the employee to display more OCBs as a way of reciprocating the leader's behaviors.

However, in the past, perceived job mobility has not been studied as being influential on the relationship between transformational leadership and OCBs. Job mobility is expected to moderate the relationship between transformational leadership and OCBs, such that if an individual has a high perception of mobility, the positive relationship between transformational leadership and OCBs will become stronger than if an individual has a low perception of mobility. The rationale behind this hypothesis is that individuals with a high perception of mobility within their organization, are more likely to be open and receptive to their transformational leader, thus leading the employee to exhibit more OCBs.

Job mobility should be considered an influence in the transformational leadership and organizational citizenship behavior relationship for a multitude of reasons. One such reason is that when employees see a lack of job mobility within their organization, they will be more inclined to pursue a job elsewhere, thus lowering their willingness to go above and beyond in their current organization (Stahl, Chua, Caligiuri, Cerdin, & Taniguchi, 2009). By having a transformational leader, one can assume that employees are receiving constant feedback on their performance; this would increase an employee's

likelihood of participating in OCBs because his or her relationship with the leader would be heightened, making the employee more willing to go above and beyond his or her role. Additionally, if employees are aware of job mobility within the organization, they may be even more receptive of this feedback, and because their relationship with their leader is heightened increasingly so, their willingness to display even more OCBs is increased. Although perceived job mobility has not been used in past research to moderate the relationship between transformational leader and OCBs, it has been used to moderate the relationships between other predictors of OCBs.

One predictor of OCBs that was moderated by perceived upward mobility is the concept of a workforce (George, Chattopadhyay, & Zhang, 2012). A workforce is defined as work units that employ both standard (regular) and nonstandard (contingent and or temporary) workers. The study mentioned above conceptualized that regular employees and contingent workers should be considered to be a part of a hierarchy, where regular employees have a higher status than contingent workers. In this study, it was hypothesized that when job mobility was high, a workforce that contained a majority of contingent workers would display fewer OCBs when compared to a workforce with more regular employees. When job mobility was high, contingent workers had the ability to move to another job easily, which results in their not making an effort to go above and beyond what is expected of them in their current job. However, when job mobility was low, contingent workers were believed to be more likely to go above and beyond their duties to keep their position at their current company, thus having the same participation

levels as regular employees. This implied that there would be no difference between the amounts of OCB participation in the two groups (George et al., 2012).

Contrary to the hypotheses, the results of this study showed that when perceived upward mobility was low, contingent workers were more engaged in OCBs than regular workers. Furthermore, under conditions of high perceived job mobility, regular employees and contingent workers were equally likely to display OCBs. Under conditions of low job mobility, contingent workers participated in more OCBs than regular workers because they were concerned for their job security and needed to stay with the company; whereas the regular employees were only concerned with staying in their current position, so the lack of opportunities did not push them to exhibit more OCBs. However, when job mobility was high, contingent workers were no longer as concerned with their job security, consequently their OCB participation level dropped down to the same level as those of regular employees (George et al., 2012).

Another predictor whose relationship with OCBs was moderated by perceived job mobility was constructive feedback (Sommer & Kulkarni, 2012). Constructive feedback has been defined as the general function of aligning an employee's task behavior with organizational goals (Huselid, 1995). Constructive feedback also includes clarifying and reinforcing specific skill sets and competencies required for employees to advance in their careers. In Sommer and Kulkarni's (2012) study, perceived job mobility was thought to moderate the relationship between constructive feedback and OCBs, such that the relationship between constructive feedback and OCBs would be stronger when job mobility increased (Sommer & Kulkarni, 2012). This was hypothesized to occur because

when job mobility is high, employees act upon the feedback and engage in more frequent OCBs because they believe these behaviors will increase their chances of getting a promotion.

As hypothesized, Sommer and Kulkarni (2012) found that perceived job mobility moderated the constructive feedback and OCB relationship, such that when employees perceived they had advancement opportunities, their participation in OCBs increased the more they had received constructive feedback. However, when perceived job mobility was low, its influence on the relationship between transformational leadership and OCBs was non-existent.

Job mobility moderating the transformational leadership-OCB relationship.

Past research has found transformational leadership to be positively related to organizational citizenship behaviors. Furthermore, perceived job mobility has been found to moderate the relationship between different job-related characteristics and OCBs. By combining these findings, it can be argued that perceived job mobility may influence the transformational leadership-organizational citizenship behavior relationship. The rationale for this hypothesis stems from the findings discussed above wherein one of the predictors of OCBs found to be moderated by perceived job mobility is constructive feedback, which is encompassed within the construct of transformational leadership. More specifically, constructive feedback may be conceptually tied to some of the dimensions of transformational leadership, such as providing individualized support and having high performance expectations.

Because the constructive feedback-organizational citizenship behavior relationship was influenced by perceived job mobility (Sommer & Kulkarni, 2012), it can be expected that transformational leadership will also have a stronger relationship with OCBs as perceived job mobility increases. Job mobility is an important and impactful factor of the transformational leadership and organizational citizenship behavior relationship because without the possibility of mobility, the influential nature of transformational leadership may become null and void when it comes to encouraging OCBs (Hui et al., 1999). The moderating effect proposed in Hypothesis 1 is illustrated in Figure 1. Consequently, the following hypothesis was tested in this study:

Hypothesis 1: The relationship between transformational leadership and organizational citizenship behaviors will be moderated by perceived job mobility, such that the relationship will be stronger when perceived job mobility is high than when it is low.

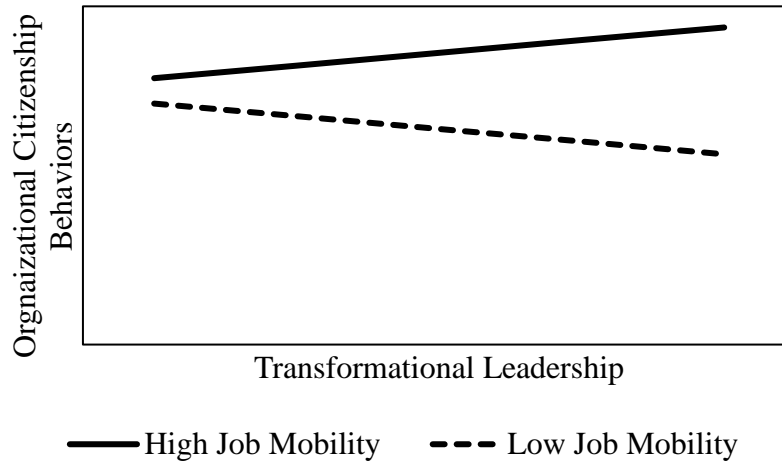


Figure 1. Visualization of hypothesis 1 (the moderating effect of job mobility on the transformational leadership-OCB relationship).

Although perceived job mobility is predicted to impact the relationship between transformational leadership and OCBs, there are other factors that may impact this moderated relationship. Beyond job mobility's ability to influence an employee's actions, there are factors that could strengthen or weaken the impact of job mobility on the relationship between transformational leadership and OCBs. Organizational justice, and more specifically procedural justice, has been vigorously studied throughout the years because the concept of procedural justice encompasses a main influential concept in any working relationship: fairness. In the next section, the possibility of procedural justice moderating the moderated relationship of perceived job mobility on the transformational leadership-organizational citizenship behavior relationship will be discussed.

Organizational Justice

Organizational justice's impact on leadership and organizational citizenship behaviors has been well represented in past research (Cho & Dansereau, 2010; Kirkman et al.,

2009, Pillai, Scandura, & Williams, 1999). Organizational justice is defined as the role of fairness as it directly relates to the workplace. More specifically, organizational justice is concerned with the ways employees perceive whether they are being treated fairly in their jobs (Moorman, 1991). For this study, one dimension of organizational justice was used, which is procedural justice. Procedural justice refers to the perceived fairness of policies, practices, procedures, and processes that are used in an organization to arrive at an outcome (Thibaut & Walker, 1975; Naumann & Bennett, 2000).

Procedural justice as a moderator. Procedural justice has been studied as a moderator of the transformational leadership and OCB relationship in the past. In one study, a moderating effect was found in which high levels of procedural justice strengthened the positive relationship between transformational leadership and OCBs (Pillai, Scandura, & Williams, 1999). When procedural justice perceptions are high, employees are more likely to be receptive and happier with their leader because the employee views their leader as fair, encouraging the employee to reciprocate those feelings through exhibiting more extra-role behaviors (Cho & Dansereau, 2010; Kirkman et al., 2009). When procedural justice perceptions are low, the relationship between transformational leadership and OCBs is weakened, indicating if the organization is perceived as unfair, the employee may not put in the effort of participating in OCBs, even if they have a transformational leader (Cho & Dansereau, 2010; Kirkman et al., 2009).

Although it has never been examined in previous research, I was interested in testing if procedural justice moderates the moderating effect of perceived job mobility on the relationship between transformational leadership and OCBs. It is expected that the

addition of a high level of procedural justice will have a positive influence on the moderating effect of job mobility on the relationship between transformational leadership and OCBs. More specifically, it is expected that for those with high levels of perceived justice and job mobility, the relationship between transformational leadership and OCBs will be strengthened. This is theorized because if a work place is fair and there are opportunities for growth within the company, an employee is more likely to trust in his or her leader and be open to feedback, thus strengthening the relationship with his or her leader, leading the employee to exhibit more OCBs. Furthermore, when procedural justice is low, the moderating effect of job mobility on the relationship between transformational leadership and OCBs will be weakened. This is because when procedural justice is low, the employee is more likely to consider the work environment unfair; taken with a lack of perceived job mobility, the employee may be less receptive to feedback from the leader because they feel like it would be pointless, thus weakening the relationship and leading the employees to display fewer OCBs. The moderating effect proposed in Hypothesis 2a and 2b are illustrated in Figure 2.

Hypothesis 2a: When procedural justice is high and the employee has a high level of perceived job mobility, the relationship between transformational leadership and organizational citizenship behaviors will be strengthened even more so than when there is just high perceived job mobility.

Hypothesis 2b: When procedural justice is low and the employee has a low level of perceived job mobility, the relationship between transformational

leadership and organizational citizenship behaviors will be more negative such that employees will display fewer OCBs than when there is just low perceived job mobility.

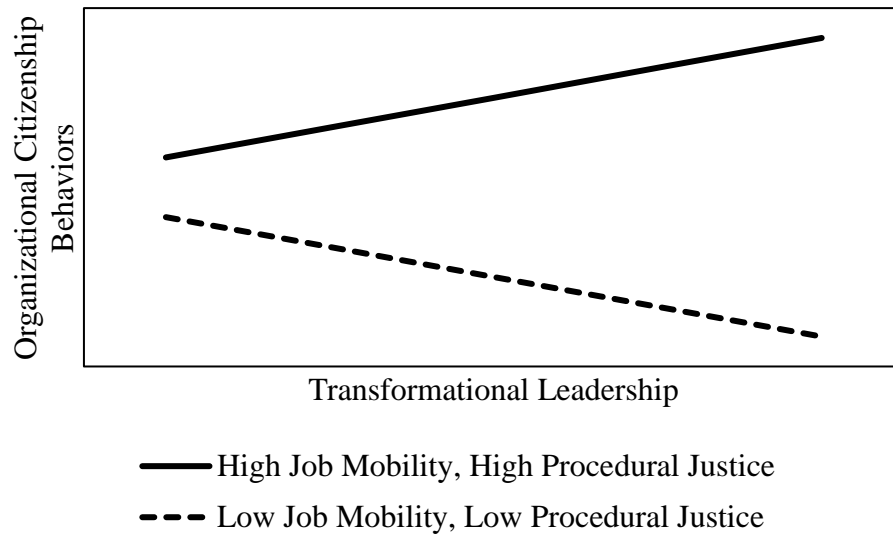


Figure 2. Visualization of hypothesis 2a and 2b (the moderating effect of procedural justice on the job mobility moderated relationship of transformational leadership and organizational citizenship behaviors).

Method

Participants

Participants in this research study were recruited through the researcher's personal and professional network. A total of 259 individuals participated in a survey administered online. Out of the 259 participants, 13 were removed because they did not meet the eligibility requirement of being employed currently or in the past, and 64 participants were removed due to missing data. Therefore, there was a total of 182 participants with useable data. Eighty-one individuals from the final sample were recruited from Facebook, fourteen were recruited from LinkedIn, and eighty-seven were recruited through the researcher's personal network.

The final sample consisted of 41 males and 141 females (Table 1). The majority of the respondents were in the 25 to 34 (35.7%) and 18 to 24 (28.6%) years of age categories. In regards to the participants' employment status, 68% were employed full-time, 22% were employed part time, 4.4% were self-employed, 2.7% were retired, and 2.7% were currently unemployed, but had a job previously. The majority of this sample had been with their company either one to three years (31.9%) or more than five years (25.8%). When examining the number of hours worked per week, it was found that 42.3% of the participants worked more than 40 hours a week, whereas 36.8% worked 31 to 40 hours a week. In terms of the participants' managers, the majority of the participants had worked under their managers for either one to three years (33.5%) or six months to one year (28.6%).

Table 1

Demographic Characteristics of Participants (N = 182)

Variable	N	%
Gender		
Male	41	22.5
Female	141	77.5
Age		
18-24	52	28.6
25-34	65	35.7
35-44	19	10.4
45-54	24	13.2
55-64	17	9.3
65-74	3	1.6
75+	2	1.1
Employment Status		
Unemployed	5	2.7
Full Time	124	68.1
Part Time	40	22
Retired	5	2.7
Self-Employed	8	4.4
Time at Company		
< 6 Months	24	13.2
6 Mon.- 1 Year	36	19.8
1 – 3 Years	58	31.9
3-5 Years	17	9.3
5+ Years	47	25.8
Hours per Week		
< 10 Hours	8	4.4
11- 20 Hours	17	9.3
21- 30 Hours	13	7.1
31- 40 Hours	67	36.8
40+ Hours	77	42.3
Time With Manager		
< 6 Months	38	20.9
6 Mon.- 1 Year	52	28.6
1 – 3 Years	61	33.5
3-5 Years	12	6.6
5+ Years	19	10.4

Measures

Transformational leadership. The measure for transformational leadership was adapted from Podsakoff, MacKenzie, Moorman, and Fetter's (1990) 22-item scale, titled The Transformational Leadership Behavior Scale. This scale measures all six dimensions of transformational leadership identified by Podsakoff et al. (1990): articulating a vision, providing an appropriate role model, fostering group goals, high performance expectations, individualized support, and intellectual stimulation. The original version of this scale included a different number of items for the different dimensions. However, in order to have more consistency, I chose to limit each dimension to three items per dimension. For those dimensions that only had three items, all three were used. For the dimensions with more than three items, the items were examined and items with the best conceptual fit were retained. The items were also reworded slightly to make them more applicable across participants.

An example of an item that measured articulating a vision was "My manager seeks out new opportunities for our department." An item that measured providing an appropriate role model was "My manager leads by example." An example of a fostering group goals item was "My manager fosters collaboration among his/her employees." An example of an item used to represent high performance expectations was "My manager does not settle for second best." An item that examined individualized support was "My manager shows respect for my personal feelings." An item that measured intellectual stimulation was "My manager has provided me new ways of looking at things."

A 5-point Likert scale ranging from (1) *Strongly Disagree* to (5) *Strongly Agree* was selected for this scale in order to be consistent amongst the other scales and inventories being used. Responses to the 18 items were averaged to create an overall score ranging from 1 to 5, with higher scores indicating respondents experienced higher levels of transformational leadership. A Cronbach's alpha estimate of internal consistency indicated high reliability of the overall scale ($\alpha = .90$). The reliability of the individual dimensions is as follows: articulating a vision ($\alpha = .81$), providing an appropriate role model ($\alpha = .91$), fostering group goals ($\alpha = .88$), high performance expectations ($\alpha = .78$), individualized support ($\alpha = .87$), and intellectual stimulation ($\alpha = .87$).

Organizational citizenship behaviors. The measure for OCBs was adapted from Podsakoff, MacKenzie, Moorman, & Fetter's (1990) 24-item Organizational Citizenship Behavior scale. Items in this portion of the survey assessed the participant's most common behaviors within his or her work setting. This scale encompassed all five dimensions of OCB identified by Organ (1988): conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. The original scale was inconsistent with regard to how many items were used per dimension. As with previous measures, this variability led to condensing the number of items per dimension to three in an attempt to be internally consistent, but also consistent with the transformational leadership scale, thus leading to the use of 15 items for this scale. This scale included some reverse scored questions to ensure respondents were thoroughly reading each item.

An example of an item that measured conscientiousness was "My attendance at work is above the norm of my co-workers." Sportsmanship was represented by items such as

“I can see when my organization is doing something wrong.” An example of civic virtue is “I attend functions that help the company image even if my attendance is not required.” Courtesy is represented by items such as “I take steps to prevent issues with my coworkers.” Lastly, altruism was represented using items like “I help my co-workers catch up on work when they are absent.”

A 5-point Likert scale ranging from (1) *Strongly Disagree* to (5) *Strongly Agree*, was selected to test this scale in order to be consistent amongst the other scales and inventories being used. Due to using the OCB scale as unidimensional, all 15 items were averaged to create an overall score for OCB. A Cronbach's alpha estimate of internal consistency indicated a reliability of the scale ($\alpha = .70$). After computing the original Cronbach alphas for the sample, it was decided to remove one of the sportsmanship items, because it lowered the reliability of this dimension and the overall organizational citizenship behavior variable as a whole, leading to the Cronbach alpha score above.

Perceived job mobility. The job mobility scale was adapted from Ettington's (1998) Perceived Likelihood of Promotion Scale. This scale contained three items. The items within this scale asked respondents about their abilities to be promoted in their current role within the company, or if they have felt that they had plateaued within their career. A reverse scored version of one of the original items was added to increase accuracy of this variable, thus increasing the number of items for this portion of the survey to four. The items for this dimension included statements like “I expect to advance to a higher level in my company at some point in the future.” The scale was scored with a 5-point

Likert scale from *Strongly Disagree* (1) to *Strongly Agree* (5). A Cronbach's alpha estimate of internal consistency indicated high reliability of the scale ($\alpha = .91$).

Procedural justice. Procedural justice was measured by seven items adapted from Tyler and De Cremer's (2005) Procedural Justice Questionnaire. This questionnaire was built to measure the levels of fairness within an organization and how fair the employee believes his or her work environment to be. The original questionnaire was 19 items, however to be more concise within this survey, the most applicable seven items were used. Examples of the questions included in this survey are statements such as, "Within my organization, explanations of any changes are made honestly" and "I believe decisions are fairly made in my organization." The scale was scored with a 5-point Likert scale from *Strongly Disagree* (1) to *Strongly Agree* (5). A Cronbach's alpha estimate of internal consistency indicated high reliability of the scale ($\alpha = .90$).

Procedure

The survey for this research was administered to participants using the online survey tool Qualtrics. Participants from the researcher's personal and professional network were reached through the social media sites such as Facebook and LinkedIn, as well as through email. A message with a brief description of the survey was posted along with the anonymous link to the survey on all sites and emails. Individuals who viewed the social media posts or emails consented to the survey by voluntarily choosing to click the survey link and fully participate in the survey.

Once participants consented and clicked on the survey link, they were brought to the survey in Qualtrics, where they were provided an introductory set of instructions. The

first page briefly explained the purpose of the survey, and that by participating respondents would be asked questions about their manager or supervisor, their behavior at work, and their experiences at their current organization. The instructions then stated that all responses were anonymous and confidential, and that the participants should answer the questions as accurately and truthfully as possible based on their most recent or current job. The first page ended with thanking the respondent for participating.

After reading this first set of instructions, participants then confirmed their eligibility to participate in the study by selecting their employment status. If “employed full time” was selected, the survey took them to the first set of questions. If “employed part-time” was selected, those participants were directed to a subsequent instruction page that instructed them to keep in mind the job they spent the most time at, if they have more than one part time job. If “retired” was selected, participants were taken to a page in which they were told to keep in mind their most recent job when responding to the questions. If “self-employed” was selected, they were taken to an instruction page that asked them to consider the last job in which they had a manager/supervisor when responding to the following questions. Lastly, if they selected “unemployed”, they were then taken to a page that asked if they had been employed in the past. If the participants selected “yes”, they were taken to an additional instruction page that asked them to consider their last position when responding to the following questions; if they selected “no”, they were taken to the end of the survey, thanked for their time, and told that they did not meet the eligibility requirements of the position.

All eligible participants were then taken to the first page of the survey that consisted of 18 items that measured the six dimensions of transformational leadership. Then, on the second page, participants responded to 15 items related to the five dimensions of OCBs. Third, the participants were led to a page consisting of seven questions related to procedural justice and four questions related to job mobility, all intermingled with each other. Lastly, participants were asked to respond to six demographic questions related to their age, gender, tenure at company, tenure with their manager, and hours they work at their job. Once the respondent finished responding to the demographic questions, they were directed to the end of the survey which thanked them for his or her time and told the respondent his or her response had been recorded.

Results

Descriptive Statistics

Descriptive statistics for the study's variables are presented in Tables 2 and 3. Overall, transformational leadership ($M = 3.71$, $SD = .78$) was shown to be a slightly above average agreement for this sample, with participants reporting a wide variety of views regarding their leaders' transformational leadership. For organizational citizenship behaviors ($M = 3.81$, $SD = .38$), the sample perceived that their participation in extra-role behaviors was above average.

Table 2

Means, Standard Deviations, and Cronbach Alphas of Transformational Leadership Dimensions

Variable	M	SD	α
Articulating a Vision	3.58	.92	.81
Fostering Group Goals	3.94	.91	.88
Providing Individualized Support	3.78	1.03	.87
High Performance Expectations	3.84	.78	.78
Providing an Appropriate Role Model	3.56	1.11	.91
Providing Intellectual Stimulation	3.58	.93	.87

Table 3

Means, Standard Deviations, Cronbach Alphas and Bivariate Correlations Among Overall Variables

Variable	M	SD	1	2	3	4
1. Overall Transformational Leadership	3.71	.78 (.90)				
2. Overall OCB	3.81	.38	.30** (.70)			
3. Job Mobility	3.21	1.06	.39**	.35** (.91)		
4. Procedural Justice	3.31	.79	.68**	.32**	.50** (.90)	

Note. Reliability coefficients are in parentheses along the diagonal. $N = 182$. * $p < .05$; ** $p < .01$

As stated previously, transformational leadership consists of six dimensions. Although participants scores on the articulating a vision dimension were average ($M = 3.58$, $SD = .92$), this dimension seemed to have a larger range of scores than some of the other dimensions. This could be due to the subjective nature of this dimension, such that some employees may have viewed the leader's actions as articulating their vision and others did not. Fostering group goals ($M = 3.94$, $SD = .91$) had the highest average score out of the six dimensions of transformational leadership, implying that leaders encouraged teamwork amongst their employees, and that the leaders helped employees achieve their goals, not only to help the employees be successful, but to make their team look more successful as well. Providing individualized support ($M = 3.78$, $SD = 1.03$) had a slightly above average score as well, such that participants in this survey felt individually supported by their manager. Furthermore, the standard deviation was also fairly high, which led me to believe that the participants either fell on one end of the scale or the other. Providing an appropriate role model ($M = 3.56$, $SD = 1.11$) had the widest range of responses, demonstrated through the largest standard deviation. This most likely occurred because of people's varying opinions on how a manager should act, suggesting that when an individual's expectation of his or her manager's behavior was different than the way the manager was acting, they may score low on this dimension even if the manager was truly acting in an appropriate way. Conversely, if the employee's vision matched the manager's actions, the employee may score his or her leader high on this dimension. Providing intellectual stimulation ($M = 3.58$, $SD = .93$) was one of the more average scores within the transformational leadership dimensions. This may have

occurred because, although it is up to the manager to provide appropriate and stimulating work, sometimes this aspect of transformational leadership can be out of the manager's control, depending on the type of work. Lastly, high performance expectations ($M = 3.84$, $SD = .78$) had the second highest average. This suggests that managers, transformational or otherwise, have high working expectations for their employees, the difference being that transformational leaders also embrace the other dimensions as well.

The first moderator of this study was perceived job mobility ($M = 3.21$, $SD = 1.06$). The average score for job mobility was slightly lower than most of the other variables in this study. This suggests participants may not have, or may not perceive opportunities within their organization, or the participants are too new in their career to realize their ability to move within their company. The second moderator, procedural justice ($M = 3.31$, $SD = .79$), was also scored lower. One explanation of this relatively low average score could be a result of the majority of the participants reporting they were new to their careers, suggesting they were likely low on the hierarchy within the company, which could lead them to view the procedures of their company as being slightly unfair. Furthermore, there seemed to be a decent range in the scores as well, so it could be simply that there were slightly more unfair environments than fair environments within this sample.

Canonical Correlation Analysis

A canonical correlation analysis was run in order to assess the strength of the relationship between transformational leadership and OCBs. A canonical correlation was used specifically due to the large number of dimensions of both transformational

leadership and OCBs. This analysis allowed me to discover how to interpret the variables, either multi-dimensionally or unidimensionally. The transformational leadership variables within this sample include articulating a vision, fostering group goals, providing individualized support, providing an appropriate role model, providing intellectual stimulation, and high performance expectations. The OCBs within this sample include courtesy, conscientiousness altruism, civic virtue and sportsmanship.

The goal of the first step of the canonical correlation analysis was to determine whether the overall canonical model was significant. This was discovered through analyzing the Wilk's Lambda. Within this study, it was discovered that transformational leadership was significantly related to OCBs, $\lambda = .76$, $F(30, 686) = 1.66$, $p < .05$. The redundancy index was then analyzed in order to estimate the percentage of variance accounted for in one set of variables by the other set of variables. Transformational leadership accounted for 8.9% of the variance in OCBs, and OCBs accounted for 6.6% of the variance in transformational leadership.

Next, it was necessary to determine which of the roots were significant, which was done through looking at the dimension reduction analysis. This evaluation started with the full model and then tested other combinations of functions hierarchically. For this analysis, it was discovered that once the first root was removed, the remaining roots were not significant, $\lambda = .87$, $F(20, 571.41) = 1.24$, $p > .05$. Therefore, it can be concluded that there was only one significant root. The canonical correlation for the significant root was then examined in order to examine the relationship between the variables on the

significant root. For the first root, the canonical correlation was equal to $r = .36$, such that the first root was responsible for 36% of the variance.

Table 4

Canonical Correlation of the Transformational Leadership and Organizational Citizenship Behavior Dimensions

	Standardized coefficient	Structure coefficient
Transformational Leadership (IV)		
Articulating a Vision	-.38	-.91
Fostering Group Goals	-.18	-.83
Providing Individualized Support	.31	-.62
High Performance Expectations	.09	-.50
Providing an Appropriate Role Model	-.50	-.88
Providing Intellectual Stimulation	-.35	-.86
Organizational Citizenship Behaviors (DV)		
Altruism	-.37	-.69
Sportsmanship	.24	-.11
Conscientiousness	-.36	-.52
Civic Virtue	-.56	-.80
Courtesy	-.22	-.60

After determining which roots were significant, the standardized and structure coefficients were examined in order to determine which variables provided the strongest unique and individual contribution to each function within each root (Table 4). The transformational leadership variables were examined first. The highest loading variable was “providing an appropriate role model” (-.50, -.88), such that providing an appropriate role model helped strengthen the relationship between transformational leadership and OCBs. Furthermore, the standardized and structure coefficients for all of the transformational leadership variables were more highly loaded on the first root than any

of the other roots, implying that transformational leadership should be considered unidimensional.

Next, the standardized and structure coefficients for OCBs were examined. The first root identified civic virtue (-.56, -.80) as having the highest loadings on the first root, such that civic virtue helped strengthen the relationship between transformational leadership and OCBs. However, similar to transformational leadership, the standardized and structure coefficients for all of the OCBs (with the possible exception of sportsmanship) were highly loaded on the first root, indicating that OCBs should be considered unidimensional as well.

Overall, the canonical correlation analysis, found that transformational leadership was significantly related to OCBs. When examining the roots, it was discovered that only one of the five roots was found to be significant. From this analysis it can be assumed that transformational leadership is related to OCBs and can be represented through one dimension, or root, and both transformational leadership and OCBs should be considered unidimensional.

Pearson Correlations

Pearson correlations were calculated to test the relationship between transformational leadership and OCBs (Table 3). It was found that transformational leadership was positively and significantly related to OCBs ($r = .30, p < .001$), such that the more a leader's actions are seen as transformational, the more likely employees are to display OCBs. Transformational leadership was also found to be positively and significantly related to job mobility ($r = .39, p < .001$), such that the more a leader was

transformational, the more likely the employees would perceive opportunities for advancement within their organization and team. Transformational leadership was positively and significantly related to procedural justice ($r = .68, p < .001$), such that if an employee had a transformational leader, they were more likely to view the work place as a fair environment. Job mobility was positively and significantly related to OCBs as well ($r = .35, p < .001$), such that the more an employee engaged in OCBs, the more the employee perceived job mobility within the organization. Procedural justice was positively and significantly related to OCBs ($r = .32, p < .001$), such that the more fair employees view their workplace, the more OCBs they displayed. Lastly, job mobility and procedural justice were positively and significantly related to each other ($r = .50, p < .001$), such that the more employees had perceptions of job mobility within their organization, the more fair they viewed their organization to be.

Hierarchical MRC

The first research hypothesis of this study predicted that the relationship between transformational leadership and OCBs would be moderated by perceived job mobility, such that the relationship would be stronger when perceived job mobility was high than when it was low. The second research hypothesis predicted that procedural justice would moderate the moderating effect of perceived job mobility on the relationship between transformational leadership and OCBs. More specifically, when procedural justice was high and the employee had a high level of perceived job mobility, the relationship between transformational leadership and OCBs would be strengthened more so than when there was high perceived job mobility. It was also predicted that when procedural

justice was low and the employees' perceived job mobility was also low, the relationship between transformational leadership and OCBs would be weakened such that employees would exhibit fewer OCBs than when there was just low perceived job mobility.

Simple moderating effect of job mobility. To test the first research hypothesis, a hierarchical multiple regression analysis was performed. Due to the results of the canonical correlation analysis, the average of the organizational citizenship behavior dimensions was used to represent the dependent variable. Also due to the results of the canonical correlation analysis, the average of the transformational leadership dimensions were used. For the first step, both transformational leadership and job mobility were entered. In the second step, the cross-product of transformational leadership and job mobility was entered to represent the moderating effect of job mobility on the transformational leadership-OCB relationship.

The results of the first step showed that the combination of job mobility and transformational leadership had a significant relationship with OCBs, $R^2 = .16$, $R^2_{adj} = .15$, $F(2,179) = 16.40$, $p < .001$. In the first step, both transformational leadership ($\beta = .19$, $t = 2.58$, $p < .01$) and job mobility ($\beta = .28$, $t = 3.69$, $p < .001$) made significant unique contributions to the prediction of OCBs, suggesting that having a leader who was supportive, helpful, and inspiring as well as having potential opportunities for a promotion both positively influenced employees to exhibit OCBs.

The results from the second step revealed that job mobility significantly moderated the relationship between transformational leadership and OCBs, $\Delta R^2 = .07$, $\Delta F(1,178) =$

16.91, $p < .001$. This finding indicated that job mobility not only uniquely influenced OCBs, it moderated the relationship between transformational leadership and OCBs.

Table 5

Hierarchical Multiple Regression Analysis: Moderation of the Transformational Leadership- Organizational Citizenship Behavior Relationship by Job Mobility (N = 182)

Predictor	β	R^2	ΔR^2
Step 1: Independent Variables		.155**	.155**
Transformational Leadership	.19**		
Job Mobility	.28**		
Step 2: Interaction		.228**	.073*
Transformational Leadership x Job Mobility	1.80**		

* $p < .05$, ** $p < .01$

Additional analyses were conducted to examine the significant moderating effect of job mobility on the relationship between transformational leadership and OCBs. Two linear regression analyses were conducted to examine the relationship between transformational leadership and OCBs for “low” and “high” job mobility. To conduct these two regression analyses, job mobility was dichotomized using a median split.

Figure 3 illustrates that the relationship between transformational leadership and OCBs was stronger for individuals reporting high levels of job mobility compared to individuals reporting low levels of job mobility. These findings fully support the first hypothesis of this study, such that the more perceived mobility a person had, the stronger the relationship between transformational leadership and OCBs.

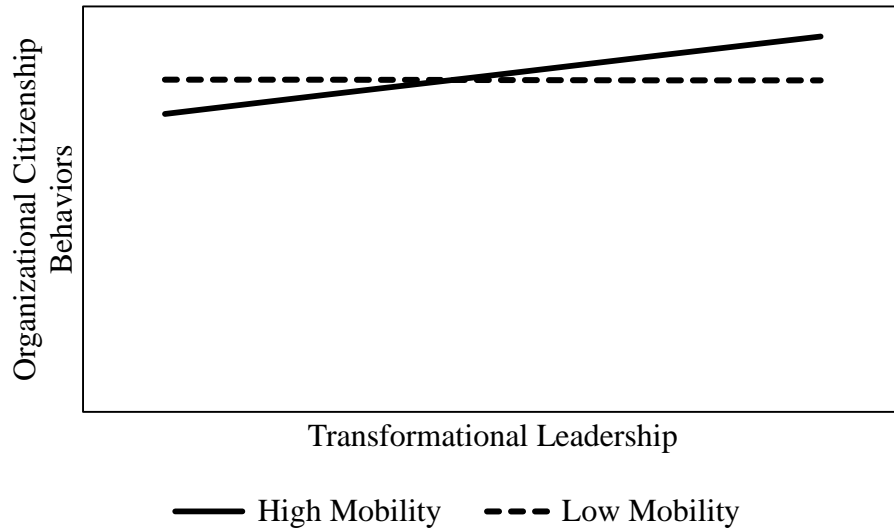


Figure 3. Hierarchical MRC: simple moderation of job mobility on the transformational leadership-organizational citizenship behavior relationship.

Double moderation of procedural justice and job mobility. To test the second research hypothesis, two-way moderated hierarchical MRC analyses were completed. For this set of analyses, it was decided to run analyses separately for each of the six dimensions of transformational leadership. Organizational citizenship behaviors were still examined unidimensionally. In these analyses, the first step consisted of one of the transformational leadership dimensions as well as job mobility. The second step consisted of the cross product between the transformational leadership dimension and job mobility. Lastly, the third step consisted of the cross product of the transformational leadership dimension, job mobility, and procedural justice. For the sake of this

discussion, only the third step of each analysis was discussed in order to focus solely on the moderated-moderated effect.

Of the two-way moderated analyses, the third step that tested whether procedural justice moderated the moderating effect of perceived job mobility on the relationship between transformational leadership and OCBs was found to be significant for three of the transformational leadership dimensions: fostering group goals, providing individualized support, and high performance expectations. The first of the two-way moderated hierarchical analyses included the transformational leadership dimension of fostering group goals. This analysis found that procedural justice significantly moderated the moderating effect of job mobility on the relationship between fostering group goals and organizational citizenship behavior, $\Delta R^2 = .03$, $\Delta F(1,177) = 7.19$, $p < .01$. In other words, the addition of procedural justice to the cross product led to a significant change in the impact job mobility had on the transformational leadership-OCB relationship.

Table 6

Hierarchical Multiple Regression Analysis: Prediction of Organizational Citizenship Behaviors as an Effect of Fostering Group Goals, Moderated by Perceived Job Mobility and Procedural Justice (N = 182)

Predictor	β	R^2	ΔR^2
Step 1: Independent Variables		.142**	.142**
Fostering Group Goals	.14*		
Job Mobility	.31**		
Step 2: First Moderation Interaction		.156	.014
Fostering Group Goals x Job Mobility	.73		
Step 3: Second Moderation Interaction		.189**	.033**
Fostering Group Goals x Job Mobility x Procedural Justice	.62**		

* $p < .05$, ** $p < .01$

The second of the two-way moderated hierarchical analyses utilized the transformational leadership dimension of providing individualized support. This analysis found that procedural justice significantly moderated the moderating effect of job mobility on the relationship between providing individualized support and organizational citizenship behavior, $\Delta R^2 = .03$, $\Delta F(1,177) = 5.45$, $p < .05$. Specifically, the addition of procedural justice to the cross product led to a significant change in the impact job mobility had on the transformational leadership-OCB relationship.

Table 7

Hierarchical Multiple Regression Analysis: Prediction of Organizational Citizenship Behaviors as an Effect of Providing Individualized Support, Moderated by Perceived Job Mobility and Procedural Justice (N = 182)

Predictor	β	R^2	ΔR^2
Step 1: Independent Variables		.130**	.130**
Providing Individualized Support	.09		
Job Mobility	.32**		
Step 2: First Moderation Interaction		.177**	.047**
Providing Individualized Support x Job Mobility	1.16**		
Step 3: Second Moderation Interaction		.202*	.025*
Providing Individualized Support x Job Mobility x Procedural Justice	2.33*		

* $p < .05$, ** $p < .01$

The third of the two-way moderated hierarchical analyses was analyzed using the transformational leadership dimension of high performance expectations. In the third step of this analysis, the cross product of high performance expectations, job mobility, and procedural justice was entered. This analysis also found that procedural justice significantly moderated the moderating effect of job mobility on the relationship between high performance expectations and organizational citizenship behavior, $\Delta R^2 = .04$, $\Delta F(1,177) = 8.11$, $p < .01$. Simply, the addition of procedural justice to the cross product led

to a significant change in the impact job mobility had on the high performance expectations-OCB relationship.

Table 8

Hierarchical Multiple Regression Analysis: Prediction of Organizational Citizenship Behaviors as an Effect of High Performance Expectations, Moderated by Perceived Job Mobility and Procedural Justice (N = 182)

Predictor	β	R^2	ΔR^2
Step 1: Independent Variables		.139**	.139**
High Performance Expectations	.12		
Job Mobility	.33**		
Step 2: First Moderation Interaction		.167*	.028*
High Performance Expectations x Job Mobility	1.07*		
Step 3: Second Moderation Interaction		.204**	.036**
High Performance Expectations x Job Mobility x Procedural Justice	.55**		

*p < .05, **p < .01

For the three significant two-way moderation effects, additional analyses were conducted to examine the moderating effect of procedural justice on the moderating effect of job mobility on the transformational leadership dimension-OCB relationship. These analyses were run in order to see the nature and direction of the relationship between the double moderation effects, as well as to see if these findings supported the hypotheses. Two hierarchical analyses were run for each significant dimension of transformational leadership to examine the effects of “low” and “high” procedural justice and “low” and “high” job mobility. To run these regression analyses, a median split was used for both procedural justice and job mobility.

Figures 4, 5, and 6 display the results by each transformational leadership dimension, on how the transformational leadership-OCB relationship was influenced by the

combination of “high” procedural justice and “high” job mobility as well as the combination of “low” procedural justice and “low” job mobility. For all three significant dimensions of transformational leadership, for those individuals with high job mobility, high procedural justice led to an even stronger relationship between transformational leadership and OCBs, meaning that the relationship was stronger than when there was just high job mobility. This supports the hypothesis surrounding high job mobility and high procedural justice. When a person perceives the work environment as having high procedural justice, on top of having high promotional opportunities, the relationship between transformational leadership and OCBs is significantly positively strengthened.

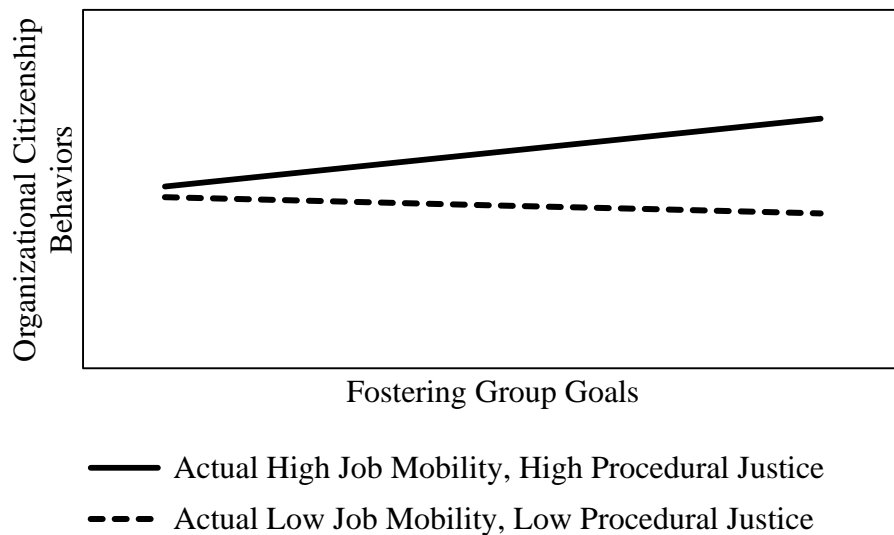


Figure 4. Hierarchical MRC: median split of the fostering group goals-organizational citizenship behavior relationship moderated by perceived job mobility and procedural justice.

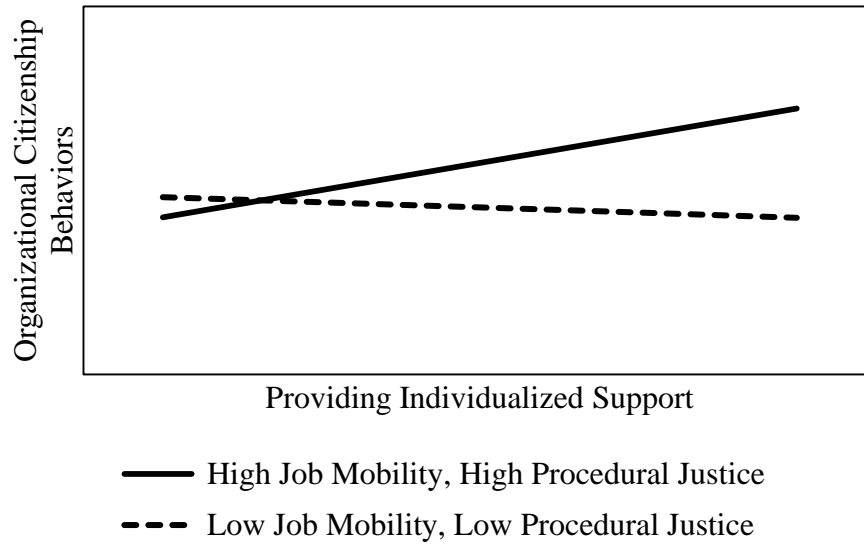


Figure 5. Hierarchical MRC: median split of the providing individualized support-organizational citizenship behavior relationship moderated by perceived job mobility and procedural justice.

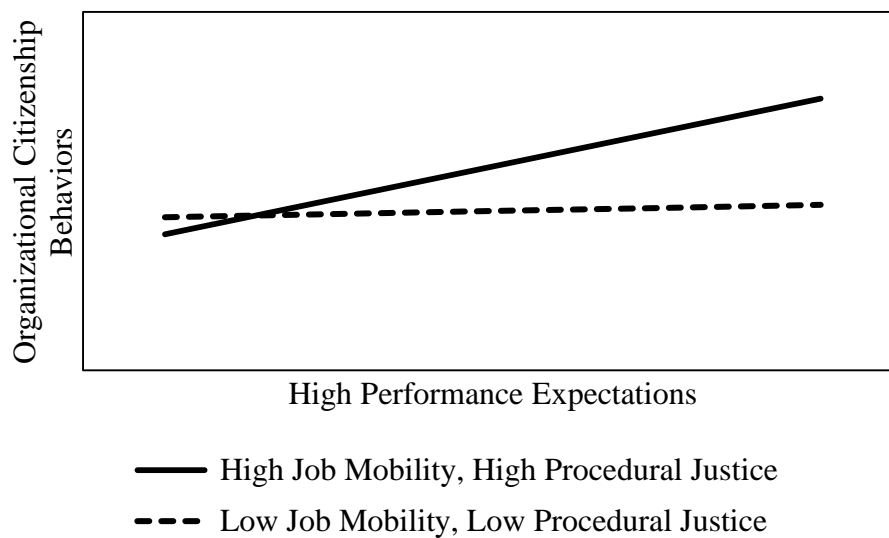


Figure 6. Hierarchical MRC: median split of the high performance expectations-organizational citizenship behavior relationship moderated by perceived job mobility and procedural justice.

Similarly, for all three significant dimensions of transformational leadership, for employees with low job mobility and low procedural justice, the relationship between transformational leadership and OCBs was negatively impacted, meaning that the relationship was weaker than when there was just low levels of perceived job mobility. This shows that the relationship that was hypothesized for low mobility and low procedural justice can be supported. When low procedural justice is added to the influence of low job mobility, the relationship between transformational leadership and OCBs becomes negative.

The findings of these three analyses support the second hypothesis, such that if an employee has high levels of both procedural justice and perceived job mobility, the relationship between transformational leadership and OCBs is strengthened even more so than with simply high job mobility. Additionally, these analyses support the second half of the second hypothesis, such that if an employee has both low procedural justice and low perceived job mobility, the relationship between transformational leadership and OCBs is actually weakened significantly, instead of staying non-significant as it does when simply job mobility is low.

Discussion

Summary of Findings

The purpose of the present study was to examine the potential moderators of the relationship between transformational leadership and OCBs. A simple moderation of job mobility was first examined, and then a double moderation of procedural justice on the already moderated relationship by job mobility was examined as well. Both of these analyses yielded interesting results that supported the stated hypotheses, indicating that perceived job mobility and procedural justice strongly influence the transformational leadership-OCB relationship.

The findings of this study supported the first research hypothesis, that perceived job mobility moderates the relationship between transformational leadership and OCBs. The higher a person's level of perceived job mobility, the stronger the relationship between transformational leadership and OCBs. When employees have high perceived job mobility, they are more encouraged to demonstrate OCBs because they believe that it may help them get promoted. However, when employees have low perceived job mobility, it does not significantly influence the transformational leadership and organizational citizenship behavior relationship, showing that the impact perceived job mobility can have on this relationship is when it is high, not when it is low.

The second research hypothesis proposed that procedural justice would moderate the moderating effect of perceived job mobility on the relationship between transformational leadership and OCBs, with the findings of these analyses yielding interesting results as well. Through these analyses, three out of the six transformational leadership dimensions

were found to be significant: fostering group goals, providing individualized support, and high performance expectations. For all three of these dimensions, the median split hierarchical analysis supported the hypotheses that when an employee had both high job mobility and high procedural justice, the relationship between transformational leadership and OCBs was stronger than when the employee only had high job mobility. However, when an employee had both low job mobility and low procedural justice, the relationship between transformational leadership and OCBs was weakened compared with the situation in which the employee only had low job mobility. These results showed that procedural justice has an impact on the job mobility moderated relationship between transformational leadership-OCB relationship, such that the addition of procedural justice actually made the relationship more negative when low procedural justice was combined with low job mobility. This most likely occurred due to the nature of procedural justice. Given that procedural justice inherently is about fairness within the workplace, it is understandable that if an employee has an unfair work environment and no ability to remove him or her self from that environment via mobility, the type of leader the employee has would have little ability to encourage the employee to go above and beyond the necessary duties at work.

An interesting conclusion can be made when considering the three dimensions that were significant within this research. When comparing the three significant dimensions (fostering group goals, providing individualized support, and high performance expectations) to the three non-significant dimensions (providing an appropriate role model, providing intellectual stimulation, and articulating a vision), it becomes apparent

that the less ambiguous dimensions are more influential than the ones that leave more interpretation on the employee. The three significant dimensions are characteristics that are more tangible and observable in a non-bias way. Employees are able to more directly observe and experience if their leaders are providing them with individualized support, encouraging group goals, and setting high performance expectations for them. With the three non-significant dimensions, some employees may interpret their leaders as encompassing these characteristics and others may misinterpret them, assuming they are more a part of the leaders' job, rather than as the leaders being transformational.

Theoretical Implications

The present study has several valuable theoretical implications. This study helped to expand the current knowledge of the relationships between transformational leadership, OCBs, perceived job mobility, and procedural justice. Prior research on the transformational leadership-OCB relationship has focused mainly on the direct relationship between the two variables and the mediators of this relationship (Belschak & Den Hartog, 2010; Belschak, Den Hartog, & Kalshoven, 2015; Boerner, et al., 2007; Den Hartog & Belschak, 2012; Griffin, Parker, & Mason, 2010; Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Strauss, Griffin, & Rafferty, 2009). However, there has been very little research focusing on the moderation of this relationship (Den Hartog et al., 2012). By focusing on the moderating effects of job mobility and procedural justice on the transformational leadership-OCB relationship, this study was able to build on the theory and better represent the relationship and how it can change as a function of environmental factors.

Furthermore, very little research has been done on the moderating effects of perceived job mobility (George et al., 2012; Sommer et al., 2012). Job mobility is an important variable to consider, because of its relevance within the workforce. Without the ability to move vertically or horizontally within their organization, many employees may be inclined to leave the company (Stahl et al., 2009). Results of this study showed how influential job mobility could be over situations in which the outcome variable is OCBs (George et al., 2012; Sommer et al., 2012).

Although procedural justice has been studied as a moderator of the transformational leadership-organizational citizenship behavior relationship (Cho & Dansereau, 2010; Kirkman et al., 2009; Pillai et al., 1999), a double moderation has not been examined. This double moderation helps to show how a concept such as fairness can increase the impact of another moderator when it is layered on top of it. Given that procedural justice is related to the environment in which a person works, and job mobility is generally perceived as being more under the control of the leader, it is interesting to see how procedural justice is impactful above and beyond job mobility alone. This was further demonstrated with the transformational leadership dimension of fostering group goals. When this dimension and OCBs were simply moderated by job mobility, the results were non-significant. However, when the procedural justice moderation was layered on top of the simple moderation, the relationship became statistically significant. Relatively little research has explored this method of analysis, and it would be interesting to see how this double moderation method would potentially make other known relationships significant or not.

Additionally, the results of the canonical correlation analysis for the dimensions of transformational leadership and OCBs suggests that further refinement of both measures may be needed. Both of these concepts loaded into only one root in the canonical correlation analysis, resulting in it being more appropriate to use the concepts unidimensionally rather than multidimensional as they were conceptualized. Future research should work on standardizing these inventories as either unidimensional, or creating more accurate items for measuring the dimensional aspects of these variables. Furthermore, this study looked at job mobility from a self-reporting view. Although this somewhat measures perceived job mobility, future research should examine perceived opportunities versus actual opportunities for advancement as a way to see if the participants' thoughts align with the actuality of the situation.

Practical Implications

One of the most valuable contributions this study provides for organizations are the practical implications regarding ways to increase employees' extra-role behaviors. This study not only shows the importance of having a capable leader within a company, it also has strong implications for the impact of promotional planning, and more importantly fairness, within the workplace. Although many managers assume that their employees will work harder and go above and beyond their duty to win a promotion, this research suggests otherwise. It is clear that when just considering job mobility, if there is a high likelihood of promotion, employees are indeed more likely to demonstrate more OCBs. However, when procedural justice is layered on top of that relationship, job mobility declines in its influential ability. This shows that management should be more focused

on fairness within their workplace if they are trying to encourage their employees to go above and beyond their duties at work. Furthermore, if the goal is to encourage those with a transformational leader to demonstrate OCBs, having high mobility opportunities and high procedural justice is key. It is also important for managers to be cognizant of the way that their leadership skills are interpreted, as this could lead to a loss in productivity from certain subordinates if the actions of the manager are misinterpreted.

Strengths of Study

One of the strengths of this study came from the demographics of the population studied. A majority of the participants who took part in this study were full-time employees who had been at their company between one and three years. It can be assumed that this is the time when employees may be more aware of their potential job mobility within their role, making them a prime group to survey on this topic.

Another strength of this survey was the items used. All four survey inventories had a high Cronbach's alpha. Furthermore, the inventories used for procedural justice and job mobility were particularly strongly reliable, making them excellent measures to be used in future research.

Limitations and Directions for Future Research

As with most research, this study is not without limitations. While examining the demographic results, it became apparent that one limitation of this study was a potential gender bias. The ratio of male to female responses received was well over 1:3, with a clear bias towards a female representation. Future research should consider aiming to get a more balanced sample, seeing as gender can influence reactions to certain situations.

Further, it would also be interesting for future research to use gender as a potential moderator when examining the relationship between transformational leadership and OCBs. The sample that participated within this study was primarily female and significant results were found. Seeing as past research has found gender to be a predictor of OCBs, it may be interesting to view gender through the lens of a moderator on the transformational leadership- OCB relationship, along with the moderation of job mobility and or procedural justice, to see if gender could have potentially influenced the results of this study. Additionally, future research could reveal interesting results by examining the gender of the manager and what role gender plays in the dyadic relationship with the subordinate.

Future research should potentially test for types of leadership other than transformational leadership, as other styles may lead to other results. In certain environments, some employees with low mobility may actually interpret transformational leadership as being micromanaging rather than a positive style due to transformational leadership's more hands-on approach. This negative thought process towards transformational leaders might help explain why in some cases as transformational leadership increased, employees shifted away from participating in OCBs. Based on some of the results of this study, it would be suggested to examine, passive, transactional, and laissez faire leadership styles to potentially help discover if these results remain consistent.

Conclusion

This study sought to examine the moderating role of job mobility on the transformational leadership-organizational citizenship behavior relationship. The findings of this part of the study show that having a high sense of job mobility had a positive influence over the transformational leadership-OCB relationship. Fortunately, the converse did not appear to be true, and having low mobility seemed to not affect the relationship negatively.

Furthermore, this study also sought to examine the moderating role of procedural justice on the moderating role of job mobility within the transformational leadership-organizational citizenship behavior relationship. The findings of this study indicate that having both a high sense of perceived job mobility and a highly procedural just environment have a positive influence over the transformational leadership- OCB relationship. However, having a low sense of perceived job mobility and a low procedurally just environment had a negative influence over the transformational leadership-OCB relationship.

For organizations seeking to encourage their employees to go above and beyond their job duties, these findings are an encouraging indication that not only does the leader influence OCBs, the employee's perceptions of job mobility and procedural justice within the workplace may encourage them as well to perform OCBs.

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Appendix

Survey Items

Transformational Leadership Items

Articulating a Vision

1. My manager is always seeking new opportunities for our team or department.
2. My manager has a clear understanding of where our team is going in the future.
3. My manager inspires others with their plans for the future.

Providing an Appropriate Role Model

4. My manager leads by doing rather than simply by telling.
5. My manager provides a good model to follow.
6. My manager leads by example.

Fostering Acceptance of Group Goals

7. My manager fosters collaboration among different work groups.
8. My manager encourages employees to be team players.
9. My manager gets the group to work together towards the same goal.

High Performance Expectations

10. My manager shows us that they expect a lot from us.
11. My manager insists on only the best performance from their direct reports.
12. My manager does not settle for second best.

Individualized Support

13. My manager acts without considering my feelings.
14. My manager shows respect for my personal feelings.
15. My manager behaves in a manner that is thoughtful of my personal needs.

Intellectual Stimulation

16. My manager provides me with new ways of looking at things.
17. My manager encourages me to rethink some of my ideas I have never questioned before.
18. My manager stimulates me to think about old problems in new ways.

Organizational Citizenship Behavior Items

Conscientiousness

19. I am in the office more often than my coworkers.
20. I obey company rules and regulations, even when no one is watching.
21. I find myself complaining about trivial matters at work often.

Sportsmanship

22. I tend to focus on what's going wrong in a situation, rather than what is going right.
23. When there is a small issue at work, I tend to make a bigger deal out of the situation than it really is.
24. I can see when my organization is doing something wrong.

Civic Virtue

25. I attend meetings that are not considered mandatory.
26. I attend functions that help the company image, even if my attendance is not required.
27. I read and keep up with organization-wide announcements and memos.

Courtesy

28. I take steps to prevent issues with my co-workers.
29. I am mindful of how my behavior affects other people at work.
30. I consider the impact of my actions on my co-workers before doing anything that may affect them.

Altruism

31. I help fellow co-workers catch up on work when they have been absent.
32. I help others who have heavy workloads.
33. I help orient new employees even though it is not required of me.

Perceived Job Mobility Items

34. I am likely to be promoted during my career at my current company.
35. I have reached a point where I do not expect to move higher at my current company.
36. I expect to advance to a higher level in my company in the near future.
37. There's a lack of opportunities for advancement in my current company.

Procedural Justice Items

38. Within my team, I believe decisions are fairly made.
39. Within my organization, employees are treated fairly.
40. Within my team, different co-workers views are considered.
41. Within my team, explanations of changes are honest.
42. Within my organization objective information is used in decision making.
43. Within my organization decisions are unbiased.
44. In general, salary changes within my company are fair.