

## Collectivism, propensity to trust and self-esteem as predictors of organizational citizenship in a non-work setting

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### Summary

This study examined organizational citizenship of residents in a housing cooperative setting where roles were not influenced by traditional employee–employer work relationships. Results demonstrate that the individual differences of collectivism and propensity to trust predicted organizational citizenship (assessed six months later). In addition, organizational-based self-esteem fully mediated the effects of collectivism and propensity to trust on organizational citizenship, and tenure moderated the trust—self-esteem relationship. We discuss the implications of these results given the changing nature of work and the increasing importance of non-work organizations. Copyright © 2000 John Wiley & Sons, Ltd.

### Introduction

Organizational citizenship (cooperative behavior that has positive consequences for the organization but is not required or formally rewarded) is important in organizations (Katz and Kahn, 1978) as evidenced by the increasing amount of research and theory on the topic (George and Brief, 1992; Graham, 1991; Moorman and Blakeley, 1995; Motowidlo and Van Scotter, 1994; Organ, 1988; Smith *et al.*, 1983; Van Dyne *et al.*, 1995). Because organizational environments are more dynamic and uncertain than in the past (Kanter *et al.*, 1992), managers can not anticipate all situational contingencies in advance of their occurrence and can not specify

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We dedicate this paper to N. D. Udayagiri in regret of his untimely death and acknowledge, with gratitude, his efforts in initiating this research project.

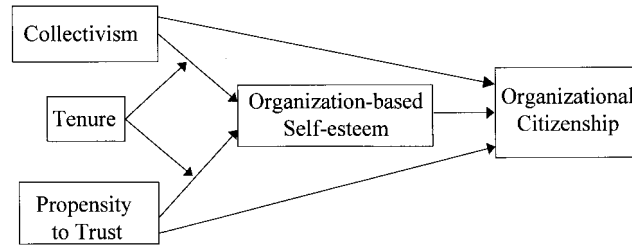


Figure 1. Hypothesized predictors of organizational citizenship

behaviors that they expect and/or desire from organizational members (Katz, 1964). Consequently, the employee initiative and pro-active cooperation that are characteristic of organizational citizenship (OCB) can be extremely valuable to organizations and can contribute to performance and competitive advantage (Nemeth and Staw, 1989).

To date, the majority of research on OCB has concentrated on antecedents such as satisfaction (Bateman and Organ, 1983; Organ, 1990; Smith *et al.*, 1983), commitment (Williams and Anderson, 1991), and fairness perceptions (Moorman, 1991; Organ and Konovsky, 1989). Although Smith *et al.*, initially suggested that OCB might be a manifestation of 'a broader disposition toward prosocial behavior' (1983, p. 656), much of the research on OCB and individual differences (e.g. agreeableness, positive affect, extroversion, neuroticism, and equity sensitivity) has failed to demonstrate a significant relationship (George, 1991; Konovsky and Organ, 1996; Organ, 1994; Organ and Lingl, 1995; Smith *et al.*, 1983). Nevertheless, Organ and Ryan (1995) concluded that it would be inappropriate to minimize the role of disposition in respect to OCB because prior studies had examined only a limited set of dispositional variables and because effects might be attenuated in strong situations typical in many work organizations where demand characteristics or external incentives limit the variability of behavior (Smith *et al.*, 1983).

Three recent studies have emphasized the theoretical rationale for selecting specific dispositional predictors of OCB and have demonstrated significant effects. McNeely and Meglino (1994) showed that empathy and the value of concern for others explained variance in prosocial behaviors directed at specific individuals. Motowidlo and Van Scotter (1994) demonstrated a significant relationship between personality characteristics (dependability, adjustment, cooperativeness, and internal control) and contextual performance (including volunteering, helping, and cooperating). Moorman and Blakely (1995) demonstrated a significant relationship between individualism—collectivism and OCB. In our research, we build on the results of these studies by examining two theoretically based individual differences (collectivism and propensity to trust) as antecedents of subsequent OCB in a non-work setting. In addition, we extend prior research by examining one mediator (organization-based self-esteem) and one moderator (organizational tenure) that may influence the effects of these two dispositional characteristics. Figure 1 illustrates the proposed relationships and provides an overview of the study.

### *Situational strength and individual differences*

Organ (1994) emphasized two key issues that must be addressed in studies designed to examine individual differences and OCB—situational strength and choice of individual difference constructs. The first issue, situational strength, is important because, according to Mischel (1977), personality has more predictive power in a 'weak situation' (i.e. a situation which does not have

strong demand characteristics or compelling external incentives). In a strong situation, well recognized and widely accepted guidelines for interaction reduce inter-individual variability. Most individuals in a strong situation construe the situation in the same way and tend to conform to expectations and norms. Thus, personality constructs generally have little predictive power in a strong situation. In contrast, individual dispositions are more influential in a weak situation where individuals exhibit a wider range of appropriate attitudes and behaviors.

We addressed the issue of situational strength by selecting two cooperative housing facilities as the setting for our research. Respondents are not employees and instead are resident members of the organizations. We viewed this as a weak situation because cooperative membership is voluntary and member behavior is not influenced by pay contingencies or traditional employer–employee roles (Schaubroeck and Ganster, 1991). In contrast to typical employment settings, residents have significant latitude in determining their behavior and degree of involvement in the organization because they are not subject to the normative pressures of periodic performance evaluations that determine raises, job changes, and promotions (Staw and Boettger, 1990). To support this assumption, we draw on the logic of Brett *et al.* (1995) in their discussion of ‘economic dependency’. In work organizations, behavior is governed and constrained by organizational norms because most employees are economically dependent on their jobs. Thus, we assumed our setting would be a weak situation because OCB has more community consequences in cooperative settings (good management, cost savings, everyone is informed, more members are involved, all receive rent rebates at the end of the year) and more personal consequences in traditional organizations (merit, promotion, job enrichment).

In addressing the second issue, the choice of individual difference constructs, we followed the recommendations of Weiss and Adler (1984) and focused our research on individual differences rather than including them as atheoretical additions to another set of research questions. In addition, we selected particular individual difference constructs based on theory and based on their particular relevance to our setting. We chose collectivism and propensity to trust because we expected them to be especially relevant in situations where individuals are not constrained by formal job expectations and performance reviews. Non-employment relationships between individuals and organizations often emphasize social exchange rather than economic exchange (Blau, 1964; Konovsky and Pugh, 1994) and relationships rather than outcomes (Rousseau and McLean Parks, 1993). We note that we are not proposing that these individual differences are the only antecedents of OCB or that they will be better predictors than other constructs such as satisfaction, commitment, and justice. Instead, we propose that examining the effects of collectivism and propensity to trust will complement prior research and will increase our understanding of the determinants of organizational citizenship.

### *Collectivism and propensity to trust as predictors of organizational citizenship*

*Collectivism* is a central cultural value with important influences on social behavior (Triandis, 1989). Collectivism represents an individual’s belief that collective or group interests should take precedence over individual self-interest (Kim *et al.*, 1994; Parsons and Shills, 1951). While individualists prefer to work alone, collectivists prefer to work in groups. Hofstede (1980) focused on collectivism as a key characteristic that differentiated national cultures, and a variety of researchers have studied collectivism as an important between-culture characteristic (see for example Earley, 1993; Hui and Triandis, 1986; Kim *et al.*, 1994). Other researchers (see for

example Chatman and Barsade, 1995; Cox *et al.*, 1991; Moorman and Blakely, 1995; Wagner, 1995) have examined collectivistic tendency as a within-culture individual difference with significant implications for cooperation in groups.

Although prior research has demonstrated that collectivists engage in less social loafing and shirking than individualists (Earley, 1989; Wagner, 1995), it is only recently that researchers have begun to explore the effects of collectivism on OCB. Moorman and Blakely (1995), for example, demonstrated a positive correlation between collectivism and self-report of interpersonal helping, a relationship that was robust and remained significant even after controlling for procedural justice and common method. Based on their work, we propose that those who emphasize group over individual interests (i.e. those with a collectivistic orientation) should derive more of their sense of self from the organization, should be more willing to subordinate personal interests to organizational interests, and should contribute to the collective. In other words they will engage in more 'social helping' as well as less social loafing. Since OCB is a good example of a contribution that benefits the collective more than the individual, we expected collectivists to engage in more OCB than individualists. In order to build on and extend the work of Moorman and Blakely, we assessed the lagged effects of collectivism on subsequent OCB, six months later. Accordingly, we hypothesized:

*Hypothesis 1:* Collectivism will have a positive relationship with subsequent organizational citizenship.

*Propensity to trust* is a stable individual difference (Rotter, 1980) that represents an individual's dispositional tendency to trust or distrust (be suspicious of) other individuals. Trust is a generalized expectancy to attribute benevolent intent to others and rely on information received from others about uncertain environmental states and their outcomes in a situation involving risk (Rotter, 1971). According to Rotter, an individual's general orientation regarding trust is especially salient in novel or ambiguous situations where individuals can not predict the behavior of others. Those who characteristically trust others, even under conditions of uncertainty, believe that they will be treated fairly and that over time their good acts will be reciprocated in some manner (Smith *et al.*, 1983). Thus they get involved in organizations and derive a positive self-concept from positive experiences as organizational members. We suggest that trust will be especially salient in non-work settings where interactions are based on social exchange.

Much of the past research on trust has conceptualized trust as one person's evaluation of the trustworthiness of a specific other individual (see for example, McAllister, 1995). Following this approach, Podsakoff *et al.* (1990) and Konovsky and Pugh (1994) examined the linkage between trust (conceptualized as a situationally specific attitude) and OCB. In contrast, Graham (1991) and Van Dyne *et al.* (1995) suggested that propensity to trust (a stable individual difference) is another possible antecedent of OCB. Past research has demonstrated that those with a dispositional tendency to trust others are less likely to lie, cheat, or steal and that they are more likely to respect the rights of others (Rotter, 1980). Trusting individuals are less suspicious and less concerned about monitoring the behavior of others. Extending Rotter's work, we propose that high trust individuals will not only engage in fewer negative behaviors but they will also engage in positive behaviors such as OCB. In other words, we expected trusting individuals to view the organization in relational terms (Rousseau and McLean Parks, 1993) and to engage in OCB even though they are not guaranteed any direct tangible or extrinsic rewards for their contributions. Accordingly, Hypothesis 2 suggested:

*Hypothesis 2:* Propensity to trust will have a positive relationship with subsequent organizational citizenship.

*Organization-based self-esteem as a mediator leading to organizational citizenship*

Although past research and theory provide support for our hypothesis that collectivism and trust are direct antecedents of organizational citizenship, there is little theory or empirical research that specifically focuses on the processes that might link these constructs. Past research has not addressed the issue of why collectivism and propensity to trust would be related to OCB. Responding to this gap, we build on the theoretical work of Markus and Wurf (1987) and extend the empirical work of Moorman and Blakely (1995) to investigate organization-based self-esteem (OBSE) as one possible mediator that might link the individual differences of collectivism and propensity to trust with OCB.

*Organization-based self-esteem* (OBSE) is a specific form of self-esteem (Pierce *et al.*, 1989) which was developed and validated in response to Tharenou's (1979) recommendation that focused forms of self-esteem are more suitable than traditional, global conceptualizations for addressing many research questions. Global self-esteem reflects a person's overall evaluation of the self; it is multidimensional and composed of task and situation-specific components (Wells and Marwell, 1976). When a researcher is interested in attitudes and behavior in a particular situation, constructs that refer specifically to this situation are more appropriate than general constructs. For example, if the research topic is self-esteem and attitudes *at work*, researchers can assess relationships more accurately when constructs refer explicitly to the *work setting*. In our study, we were interested in OCB within the cooperative setting so we focused on OBSE within the cooperative. This narrows attention and eliminates possible contamination caused by experiences and attitudes in other domains. Ajzen (1988) refers to this as consonant levels of abstraction and suggests that using specific constructs which are grounded in specific situations is especially important when assessing the effects of personality.

OBSE is the self-perceived value that individuals have of themselves within a specific organizational context. It reflects people's sense of their own value within a particular setting and shows the extent to which their need for self-esteem is met by performing their role in the organization. Organizational members with high OBSE believe that they are significant, capable, and important to the organization. They feel they are 'valuable', 'an important part of this place', they 'count', and they 'make a difference'. The organization is important to them because it is a key component to their self-worth and identity. Thus, they see themselves as important to the organization and capable of contributing to the organization's well-being.

In this study, we included OBSE in our model because it is specific to the particular situation and we thought it would vary as a function of the two individual difference constructs that we are studying. In addition, we expected that it, in turn, would influence OCB. There are two theoretical reasons why we hypothesized that OBSE would mediate the effects of collectivism and propensity to trust on OCB. First, Markus and Wurf theorized that the self-concept is 'an active interpretative structure' that translates situational and individual characteristics into particular responses (1987, p. 328). A person's sense of self is influenced by their dispositional characteristics and is evoked by their experiences in a particular situation (Pierce *et al.*, 1989). In the cooperative, collectivism and propensity to trust are consistent with the culture and norms of the organization. In this type of situation, such congruence should lead to high self-esteem about one's role in the organization (Brockner, 1988). This sense of self then influences attitudes about the situation and behavior in the situation. In summary, we expected that collectivism and propensity to trust would influence individuals' self-concept as organizational members (organization-based self-esteem) and this sense of identity and sense-making would influence their attitudes and behavior.

Our second rationale for expecting OBSE to mediate the effects of collectivism and propensity to trust on OCB is based on cognitive consistency theory which suggests that individuals are motivated to maintain attitudes and perform behaviors that are consistent with their self-concept (Heider, 1958). For example, Korman (1970) suggested that individuals with high self-esteem are more likely to have positive attitudes toward the organization and will be more likely to get involved and contribute to the organization. This is because positive attitudes and positive behavior toward others reinforce a positive sense of self and maintain cognitive consistency. Applying this specifically to our research questions in the context of the housing setting suggests that individual beliefs about the self (OBSE) will be influenced by dispositions (collectivism and propensity to trust) and that OBSE will lead to OCB as organizational members strive to maintain consistency between their beliefs and their behavior. This would encompass getting involved in the cooperative, finding that this involvement enhances OBSE, and then responding to engaging in OCB to reinforce and maintain a positive evaluation of the self.

Before we develop our justification for the specific relationships in more detail, we point out three assumptions we make about our research. First, we are not suggesting that OBSE is the only mediator that links these dispositions and OCB. We chose to focus on OBSE based on theory that conceptualizes the self-concept as a consistent, interpretive structure and based on past research that has demonstrated the mediating role that various forms of the self-concept (such as self-esteem) play in linking the self and behavior (Brown and Smart, 1991; Markus and Wurf, 1987). Other possible mediating processes include felt responsibility (Pearce and Gregersen, 1991) and covenantal relationship (Van Dyne *et al.*, 1994). Secondly, we note that most behavior is influenced simultaneously by dispositions, attitudes, and contextual characteristics. Thus, we would expect a partially mediated relationship where collectivism and propensity to trust have direct as well as indirect effects on OCB and where OBSE explains some but not all of the shared variance between these personality characteristics and behavior. We are not suggesting that the two dispositional characteristics in our model are the only influences on OBSE or that OBSE is the only influence on OCB. Instead, our model proposes one of the many possible sets of relationships. Third, we note the possibility of reciprocal relationships—especially between OCB and OBSE. Although this would be consistent with prior theory (see for example Pierce *et al.*, 1989; Gardner and Pierce, 1998), existing empirical evidence suggests that the link between OBSE and OCB will be stronger than the link between OCB and OBSE. In summary, we viewed OBSE as one potential link between dispositional characteristics and behavior. We develop these linkages in more detail in the next sections.

### **Mediated relationship—collectivism**

Collectivists have an interdependent conceptualization of the self that emphasizes the link between the individual and the group (Markus and Kitayama, 1991). Collectivists place a high value on group membership and stress group goals, cohesiveness, and group well-being. According to Wagner, 'a collectivist acts as if he or she defines self as an entity extending beyond the individual to include a particular group of others' (1995, p. 154). We speculated that OBSE would be particularly salient to those with collectivistic orientations (Triandis, 1989). When individuals value the group (collectivists), they are more likely to derive some of their self-esteem from their experiences in the group (OBSE). Accordingly, we would expect them to get involved in the cooperative by volunteering to help orient newcomers, organizing and participating in clean-up functions, and contributing to cooperative management. We expected collectivists' identity—in this case their OBSE as contributing members of the cooperative—to be influenced, in part, by their experiences in the organization. In contrast, individualists would

place primary emphasis on personal interests and would be less involved in the cooperative. Their identity and self-concept would be influenced less by their experiences in the organization. This is consistent with cultural self-representation theory developed by Erez and Earley (1993) and with the findings of Kelly and Kelly (1994) who demonstrated a link between collectivist orientation and group identification. In summary, we expected collectivism would be positively related to OBSE.

Based on Korman (1970), we proposed that OBSE, in turn, would influence organizational citizenship. Korman theorized that individuals behave in a manner consistent with their self image. Therefore, those with high OBSE (who derive some of their positive sense of self from their organizational experiences) will help others and help the organization. These contributions to the collectivity are an expression of high OBSE and allow individuals to maintain consistency between their self-concept and their behavior. Brockner (1988) described self-esteem as the belief that one will be able to perform behaviors that provide positive outcomes. Pierce *et al.* (1989) and Gardner and Pierce (1998) provided empirical support for this by demonstrating a positive relationship between OBSE and OCB showing that those who perceive themselves as organizationally valuable engaged in behaviors which are valued by the organization.

In the preceding section we discussed collectivism as an antecedent of OBSE and OBSE as an antecedent of OCB. We now focus on the theoretical ordering of these constructs and suggest that these relationships represent more than two correlations. We propose that collectivism influences OCB, in part, because collectivism influences OBSE. Collectivists value group goals and accordingly contribute to the organization even at the expense of personal goals. Thus, their identity gets linked to the group, and they are more likely to believe that they are important and worthwhile in their organizational roles (high OBSE). When an individual's sense of self is closely linked to the organization, he/she will protect that self-image by exhibiting behavior that is consistent with their self-image (Korman, 1970). Accordingly, we hypothesized:

*Hypothesis 3:* Organization-based self-esteem will mediate the effects of collectivism on subsequent organizational citizenship.

#### **Mediated relationship—propensity to trust**

Propensity to trust is a relational construct which positions the self in relationship to other individuals and in relationship to organizations or collectivities (Banaji and Prentice, 1994). Rotter (1980) demonstrated that trusting individuals respected the rights of others and were liked by others and were sought out as friends.

Extending this logic, we speculated that trusting individuals would value relationships with others, would get involved in the cooperative community, and, based on their trusting orientation, would have positive organizational experiences. Positive relationships with others in the organization would strengthen ties to the organization and enhance the individual's sense of self-worth as a contributing organizational member. In contrast, individuals with a low propensity to trust would not get involved because they would be concerned that others would shirk. Not wanting to be a 'sucker' (Jackson and Harkins, 1985; Schnake, 1991), these individuals don't develop strong relationships and are less likely to derive positive feelings of self-worth as organizational members because they are not trusting and are not involved. For those who are trusting, social exchange theory (Blau, 1964) would predict positive relationships based on reciprocity (Gouldner, 1960). These positive experiences in the organization should be self-reinforcing and lead, in part, to a positive sense of self-worth as an organizational member. This is consistent with Worchel's (1979) observation that reciprocity leads to self-validation from others and from

the organization, as well as with Alcock and Mansell's (1977) results which demonstrated that trust leads to sustained cooperation because individuals believe that others will reciprocate. Accordingly, those with a propensity to trust will have a positive sense of self-worth based on positive experiences as members of the cooperative community and this will lead to higher organization-based self-esteem.

Again, based on self-consistency theory (Korman, 1970), we expected a positive relationship between organization-based self-esteem and organizational citizenship and propose that propensity to trust will influence OCB, in part, because of its effects on OBSE. Those who characteristically trust others will get involved and build positive expectations about the relationships. These interactions will generally be positive over time due to the norm of reciprocity and will provide the trusting individual with a sense of being a worthwhile and valuable member of the community. Based on the need to maintain consistency, the trusting individual will engage in OCB. Thus, we hypothesized:

*Hypothesis 4:* Organization-based self-esteem will mediate the effects of propensity to trust on subsequent organizational citizenship.

### *Tenure as a moderator*

As tenure (the length of time that an individual has been associated with the organization) increases, individuals develop a better understanding of organizational practices and routines as well as a better idea of their own role within the organizational system (March and Simon, 1958). When individuals are involved with an organization for a longer period of time, their attitudes (positive or negative) crystallize based on repeated interactions. Given the importance of ongoing relationships to the notion of social exchange, we expected that tenure in the organization would influence the quality of the relationship with the organization (Hall *et al.*, 1970). If, over time, members develop good personal relationships with others in the organization and feel as though they are making important contributions to the organization, they will most likely develop a sense of intrinsic motivation and become more attached to the organization (Mathieu and Zajac, 1990; Rousseau, 1989). On the other hand, if, over time, individuals have negative experiences in the organization, these negative feelings most likely become stronger over time and lead to less organizational involvement (Lee and Mitchell, 1994). Extending this logic, we suggest that the relationship between the two dispositional characteristics (collectivism and propensity to trust) and organization-based self-esteem will be stronger for individuals who have been members of the organization for a longer time.

Collectivists base their identity on group membership and place a high value on group well-being. Over time, we would expect that their attachment to the group would intensify and their sense of self would become more strongly linked to the organization (high OBSE). In contrast, we would expect individualists who base their identity more on their own accomplishments and less on their group affiliations to become more loosely identified with the organization over time. Similarly, we expected that tenure would moderate the link between propensity to trust and organization-based self-esteem. When individuals attribute benevolent intent to other individuals and expect to be treated fairly, they get involved. Over time, the norm of reciprocity (Gouldner, 1960) combined with the importance that people place on balance and equitable social exchange relationships (Blau, 1964; Heider, 1958), would predict that interactions will be increasingly positive with increasing attachment to the organization as a source of positive identity. In contrast, those with a low propensity to trust will avoid involvement in order to avoid being the

'sucker'. They will have fewer positive interactions, will be less attached to the organization, and will not develop a strong sense of self-worth as an organizational member. In summary, we predicted that tenure will strengthen OBSE's positive association with collectivism and propensity to trust.

*Hypothesis 5:* Tenure will moderate the relationship between collectivism and organization-based self-esteem.

*Hypothesis 6:* Tenure will moderate the relationship between propensity to trust and organization-based self-esteem.

## Method

### *Study design, setting, and respondents*

We tested our hypotheses with questionnaire data collected at two time periods from two cooperative housing sites in the Midwest. The cooperatives are non-work organizations where 'control rests ultimately and overwhelmingly with the member[s]'. (Rothschild and Whitt, 1986, p. 2). When individuals become members of the cooperative, they are required to perform certain tasks (in-role behavior) involved with the upkeep of the facilities such as cleaning the halls and laundry room. In addition to these minimal duties which are expected of all members, some residents volunteer to perform additional tasks which are not required of members (such as serving on management committees and participating in additional upkeep activities). The nature of the setting is important because the success of the cooperative depends on member involvement and their willingness to help in managing and maintaining the facility. If members do not volunteer their services, the cooperative would not function effectively and the organization would have to raise rents to cover the costs of hiring paid staff.

Participation in the study was voluntary and confidential. At Time-1 we distributed 1458 questionnaires which included measures of collectivism, propensity to trust, organization-based self-esteem, and the control variables. Six-hundred-and-fifty-six individuals provided usable data for a 45 per cent response rate. At Time-2 (6 months later), the 35–40 per cent turnover rate that is characteristic of the cooperative (i.e. the normal flow-through of students who graduate and move away and the seven year time limit on residency in the cooperative) reduced the number of potential matched participants. At Time-2 approximately 410 of the 656 residents who participated at Time-1 still lived in the cooperative. At Time-2 we obtained usable data on the dependent variable, organizational citizenship, for 183 matched pairs (28 per cent of the 1458 who originally received questionnaires and 45 per cent of the 410 who participated at Time-1 and still lived in the cooperative at Time-2).

Participation was evenly divided between the two cooperatives and analysis of overall cooperative records indicated no differences between respondents and non-respondents in sex, age, ethnicity, or tenure in the cooperative. In addition, we compared the characteristics of the 183 respondents at Time-2 with those of the 656 respondents at Time-1 to determine if the expected proportion (based on Time-1) of individuals in different demographic categories differed from the observed proportion (at Time-2). Results of the binomial tests demonstrated no significant differences [sex 0.53 versus 0.49 ( $p > 0.05$ ), ethnicity 0.42 versus 0.37 ( $p > 0.05$ ), cooperative 0.54 versus 0.48 ( $p > 0.05$ ), or national citizenship 0.32 versus 0.31 ( $p > 0.05$ )]. Thus, we concluded that attrition from Time-1 to Time-2 did not differ based on these demographic

characteristics (Menard, 1991). Our sample was 55 per cent female, 70 per cent 26–35 years old, 40 per cent White, 49 per cent Asian, 5 per cent Hispanic, and 6 per cent other ethnic background. Thirty-eight per cent of the residents had lived in the cooperative for less than one year, 30 per cent between one and two years, and 32 per cent for more than two years.

### *Construct operationalizations*

We selected existing instruments with demonstrated construct validity and when possible, chose those which had been validated with ethnically diverse samples. We operationalized *Collectivism* with seven items adapted from the Earley and Erez (1992, paper presented at the Academy of Management, Las Vegas) collectivism scale that was developed specifically for international samples (1 = strongly disagree; 5 = strongly agree). Items included 'A person should accept the group's decision even when personally he or she has a different opinion', 'Problem solving by groups gives better results than problem solving by individuals', 'Working with a group is better than working alone', and 'The needs of people close to me should take priority over my personal needs'. Cronbach's alpha for this measure in our sample was 0.70. We note that our alpha is similar to that reported by other researchers for a variety of operationalizations of collectivism (see for example, Moorman and Blakely, 1995 (0.67) and Erez and Earley, 1987 (0.69)). We operationalized *Propensity to trust* with nine trust items developed and validated in international settings by Harnett and Cummings (1980) (1 = I disagree very much; 7 = I agree very much). Items included 'Doing favours for people who aren't in a position to return them is a waste of time', 'When you quarrel with someone you should make a special effort to understand that person's point of view', and 'When someone has said something to hurt you, it is not good to pay him or her back, even if the things you say about that person are perfectly true'. Prior research demonstrated a Cronbach alpha of 0.72. Cronbach's alpha in our sample was also 0.72. We assessed *Organization-based self-esteem* with the Pierce *et al.* (1989) 10-item measure (1 = strongly disagree; 5 = strongly agree). Items included 'I count around here', 'I am a valuable part of this place', and 'I make a difference around here'. Cronbach's alpha for this sample was 0.89.

We assessed *Organizational citizenship* with the 7-item Van Dyne and LePine (1998) helping scale (1 = always; 7 = never) which was developed and validated with data from individuals working in a wide variety of organizational settings. We made minor adaptations to focus respondent's attention on the cooperative rather than on the work group. Items were 'I volunteer for things that are not required', 'I orient new people when they move here', 'I attend functions that are not required but that help the cooperative', 'I assist others with the work for the benefit of the cooperative', 'I get involved in the cooperative', 'I help others learn about the cooperative', and 'I help others with their responsibilities here at the cooperative'. We collected the data on OCB six months after obtaining data on the other variables in our model in order to assess lagged effects. This design feature helps to minimize artificially inflated relationships between predictor and outcome variables based on reactance, response set, and social desirability. We reversed the scale so that high scores represent high levels of OCB. Cronbach's alpha was 0.87. We note, following Organ, that this type of operationalization represents an aggregation of behavior 'across many instances and opportunities' (1994, p. 466).

Furthermore, realizing that a self-report measure may not reflect actual levels of OCB with complete accuracy, we administered a follow-up survey to a smaller sample of residents ( $n = 27$ ). In this follow-up study, respondents reported on their own OCB and that of specific other residents who lived in the same apartment corridor. Each respondent was rated by an average of

four observers (range: 1–7). We averaged observer ratings and conducted paired sample *t*-tests on the items and on the overall OCB scale to see if self-report scores differed from observer-report scores. If self-report of OCB in this context is not valid and is biased upward by impression management, we would expect differences between self and observer ratings. *T*-tests, however, demonstrated no difference between self and observer ratings (for the composite OCB scale: self = 3.95, observer = 4.07,  $t = -0.45$  (26 *df*),  $p > 0.05$ ; for the items: self = 4.12, observer = 3.88,  $t = -1.90$  (250 *df*),  $p > 0.05$ ). The correlation between self and observer was 0.32 ( $p < 0.10$ ) for the composite scale and 0.50 ( $p < 0.001$ ) for the items. The 0.50 correlation is higher than in most previous studies (Organ and Ryan, 1995) and yet is comparable to that reported by Farmer and Fedor (1996, paper presented at the Academy of Management, Cincinnati, OH) in their study of volunteers in a non-profit organization. We propose that the non-work nature of the setting reduced the incentives for inflationary bias. In addition, the relatively high correlation between self and observer data and the six-month time lag between the independent and dependent variables in our study decrease concerns about biased ratings and inflated relationships among the variables in our model.

*Tenure* was based on number of months that the resident had lived in the cooperative. Finally, based on prior research, we included three control variables in our model. Prior research has demonstrated the importance of controlling for in-role behavior when assessing OCB (Van Dyne and LePine, 1998; Williams and Anderson, 1991). We assessed *In-role Behavior (IRB)* at Time-1 with four items from Williams and Anderson's (1991) scale with minor adjustments to make specific reference to the cooperative (1 = always; 7 = never). We reversed the scale so that high scores represent high levels of IRB. Items were 'I adequately complete by responsibilities as a resident here at the cooperative', 'I fulfil responsibilities specified by the cooperative', 'I perform tasks that are expected of me by the cooperative', and 'I meet performance expectations as a resident of the cooperative'. Cronbach's alpha was 0.87. Due to the diversity of our sample, we controlled for *national citizenship* (0 = United States; 1 = other), and since we combined data from two different housing cooperatives, we controlled for *Cooperative* (0,1).

### Analyses

We assessed the discriminant validity of our measures of propensity to trust, collectivism, organization-based self-esteem, organizational citizenship, and in-role behavior with exploratory factor analysis using principal components and varimax rotation. All items loaded on the appropriate factor, each of the five factors had an Eigenvalue greater than 1.0, and together they explained 52.3 per cent of the cumulative variance. All loadings exceeded 0.40 with no cross loadings greater than 0.30. Although we collected data on our dependent variable six months after obtaining information on the independent variables, we were aware that relationships among variables in our study could be artificially inflated based on common source (Williams and Brown, 1994). To provide an additional check that our relationships were not a function of common method, we conducted a Harmon's one-factor test on the 37 items in the five Likert scales (Harmon, 1976). If a substantial amount of common method variance exists, we would expect the unrotated factor solution to show one general factor accounting for the majority of covariance. In this analysis, no general factor emerged and the first factor explained only 23 per cent of the variance. Although this does not conclusively rule out common source issues, we believe it indicates that common method was not a serious problem in our analyses.

We assessed Hypotheses 1–4 with hierarchical regression, entering the controls for national citizenship and cooperative at step one, the control for in-role behavior at step two, and the

independent variables at step three. To assess mediation in Hypotheses 3 and 4, we used the three-equation approach recommended by Baron and Kenny (1986). First, we regressed the mediator on the independent variable; second, the dependent variable on the independent variable; and third, the dependent variable simultaneously on both the independent variable and on the mediator. According to Baron and Kenny, mediation is demonstrated when the following conditions are met: the independent variable affects the mediator in the first equation; the independent variable affects the dependent variable in the second equation; the mediator affects the dependent variable in the third equation; and, finally, the effect of the independent variable on the dependent variable is less in the third equation than in the second equation (Baron and Kenny, 1986, p. 1177). Full mediation is supported if the independent variable has no significant effect in the third equation when the mediator is controlled. We used moderated regression (Cohen and Cohen, 1983) to test for the interactions predicted in Hypotheses 5 and 6. We entered the controls in steps one and two, the main effects in step three, and the interaction in step four. A significant  $\Delta F$  at step four indicates a significant interaction.

## Results

Descriptive statistics, correlations, and Cronbach's alpha values are reported in Table 1.

Hypotheses 1, which predicted that collectivism would be positively related to OCB, was supported. As summarized in equation number 2 in Table 2, the addition of collectivism in step three (after controlling for in-role behavior, national citizenship, and cooperative) produced a significant  $\Delta F = 8.44$  ( $p < 0.01$ ). This equation explained 9 per cent of the variance in OCB at Time-2. Results also support Hypothesis 2. Table 3, equation number 2 shows a relationship between propensity to trust and OCB over and above the effects of the control variables ( $\Delta F = 5.15$ ,  $p < 0.05$ ). This equation explained 8 per cent of the variance in OCB at Time-2.

Mediated regression results for collectivism (including  $\Delta F$ ,  $\beta$ , and  $R^2$ ) are presented in Table 2 and demonstrate a fully mediated relationship for Hypothesis 3 instead of the partial mediation we had expected. After accounting for the effects of the controls, results of equations 1 and 2 demonstrated significant relationships between collectivism and OBSE ( $\Delta F = 23.48$ ,  $p < 0.001$ )

Table 1. Descriptive statistics and correlations

	<i>M</i>	<i>S.D.</i>	1	2	3	4	5	6	7	8
1. OCB (T2)	3.55	1.06	(0.87) <sup>a</sup>							
2. Collectivism	3.75	0.66	0.22 <sup>†</sup>	(0.70)						
3. Propensity to trust	5.47	0.82	0.20 <sup>†</sup>	0.14	(0.72)					
4. OBSE	3.43	0.57	0.50 <sup>‡</sup>	0.27 <sup>‡</sup>	0.34 <sup>‡</sup>	(0.89)				
5. Tenure in months	31.93	14.09	0.19 <sup>†</sup>	-0.09	0.04	0.17*	—			
6. In-role behavior	6.38	0.85	0.19 <sup>†</sup>	-0.08	0.35 <sup>‡</sup>	0.24 <sup>‡</sup>	0.05	(0.87)		
7. National citizenship <sup>b</sup>	0.68	0.47	-0.00	0.08	-0.38 <sup>‡</sup>	-0.23 <sup>†</sup>	-0.08	-0.28 <sup>‡</sup>	—	
8. Cooperative <sup>c</sup>	0.47	0.50	-0.06	0.17*	-0.11	-0.13	-0.13	-0.13	0.17*	—

<sup>a</sup> Cronbach's alpha is reported on the diagonal.

<sup>b</sup> 0 = United States; 1 = other.

<sup>c</sup> 0 = Site 1; 1 = site 2.

\* Significant at  $p < 0.05$ .

‡ Significant at  $p < 0.01$ .

† Significant at  $p < 0.001$ .

and between collectivism and OCB ( $\Delta F = 8.44, p < 0.01$ ). In the third equation, which included both OBSE and collectivism as predictors of OCB, only OBSE was significant ( $\beta = 0.51, p < 0.001$ ). The beta for collectivism failed to reach conventional levels of significance ( $\beta = 0.05, p > 0.05$ ). This pattern of results meets the criteria described by Baron and Kenny (1986) for a fully mediated relationship. Equation number 3 explained 30 per cent of the variance in OCB at Time-2.

Table 2. Mediated regression analysis for collectivism

Equation	Step	Dependent variable	Independent variable	$\beta$ for Independent variable	$\Delta F$	$R^2$	$\Delta R^2$
1	1	OBSE	Citizen <sup>a</sup>	-0.22†			
1	1	OBSE	Cooperative <sup>b</sup>	-0.08	5.11†	0.06	0.06
1	2	OBSE	In-role	0.18*	5.34*	0.09	0.03
1	3	OBSE	Collectivism	0.34‡	23.48‡	0.20	0.11
2	1	OCB-T2	Citizen <sup>a</sup>	-0.03			
2	1	OCB-T2	Cooperative <sup>b</sup>	0.10	0.87	0.01	0.01
2	2	OCB-T2	In-role	0.21†	7.05†	0.05	0.04
2	3	OCB-T2	Collectivism	0.22†	8.44†	0.09	0.04
3	1	OCB-T2	Citizen <sup>a</sup>	-0.03			
3	1	OCB-T2	Cooperative <sup>b</sup>	0.10	0.87	0.01	0.01
3	2	OCB-T2	In-role	0.21†	6.75†	0.05	0.04
3	3	OCB-T2	Collectivism	0.05			
3	3	OCB-T2	OBSE	0.51‡	30.28‡	0.30	0.25

\*  $p < 0.05$ .

†  $p < 0.01$ .

‡  $p < 0.001$ .

<sup>a</sup>0 = United States; 1 = other.

<sup>b</sup>0 = Site; 1 = site 2.

Table 3. Mediated regression analysis for propensity to trust

Equation	Step	Dependent variable	Independent variable	$\beta$ for Independent variable	$\Delta F$	$R^2$	$\Delta R^2$
1	1	OBSE	Citizen <sup>a</sup>	-0.21†			
1	1	OBSE	Cooperative <sup>b</sup>	-0.09	5.39†	0.06	0.06
1	2	OBSE	In-role	0.18*	5.45*	0.09	0.03
1	3	OBSE	Trust	0.27‡	11.02‡	0.14	0.05
2	1	OCB-T2	Citizen <sup>a</sup>	-0.03			
2	1	OCB-T2	Cooperative <sup>b</sup>	0.10	0.83	0.01	0.01
2	2	OCB-T2	In-role	0.21†	7.00†	0.05	0.04
2	3	OCB-T2	Trust	0.19*	5.15*	0.08	0.03
3	1	OCB-T2	Citizen <sup>a</sup>	-0.03			
3	1	OCB-T2	Cooperative <sup>b</sup>	0.10	0.83	0.01	0.01
3	2	OCB-T2	In-role	0.20†	6.70†	0.05	0.04
3	3	OCB-T2	Trust	0.06			
3	3	OCB-T2	OBSE	0.51‡	30.46‡	0.30	0.25

\*  $p < 0.05$ .

†  $p < 0.01$ .

‡  $p < 0.001$ .

<sup>a</sup>0 = United States; 1 = other.

<sup>b</sup>0 = Site 1; 1 = site 2.

Table 4. Moderated regression analyses for tenure

Step	Dependent variable	Independent variable	$\beta$ for Independent variable	$\Delta F$	$R^2$	$\Delta R^2$
1	OBSE	Citizen <sup>a</sup>	-0.21†			
1	OBSE	Cooperative <sup>b</sup>	-0.08	5.11†	0.06	0.06
2	OBSE	In-role	0.18*	5.34*	0.09	0.03
3	OBSE	Collectivism	0.35‡			
3	OBSE	Tenure	0.17†	15.34‡	0.23	0.14
4	OBSE	Coll $\times$ tenure	0.22	0.36	0.23	0.00
1	OBSE	Citizen <sup>a</sup>	-0.21†			
1	OBSE	Cooperative <sup>b</sup>	-0.09	5.39†	0.06	0.06
2	OBSE	In-role	0.18*	5.45*	0.09	0.03
3	OBSE	Trust	0.27‡			
3	OBSE	Tenure	0.15*	7.89‡	0.17	0.08
4	OBSE	Trust $\times$ tenure	1.03*	4.28*	0.19	0.02

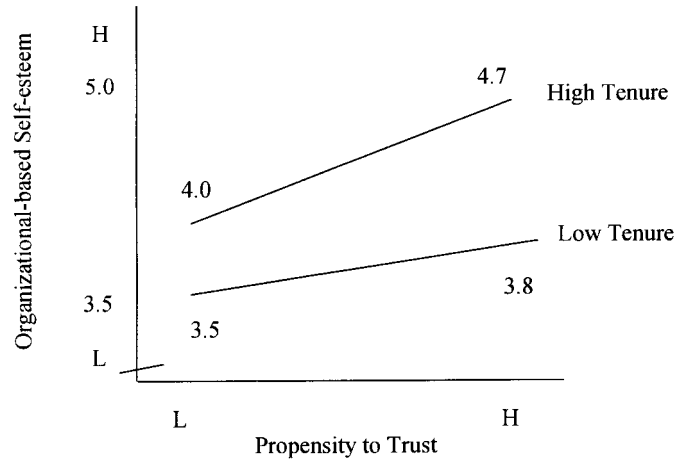
\*  $p < 0.05$ .†  $p < 0.01$ .‡  $p < 0.001$ .<sup>a</sup>0 = United States; 1 = other.<sup>b</sup>0 = Site 1; 1 = site 2.

Results for Hypothesis 4 regarding the effects of propensity to trust are similar (reported in Table 3) and demonstrate that OBSE fully mediated the effects of propensity to trust on OCB. After accounting for the effects of the control variables, the relationships between propensity to trust and OBSE ( $\Delta F = 11.02$ ,  $p < 0.001$ ) and between propensity to trust and OCB ( $\Delta F = 5.15$ ,  $p < 0.05$ ) was significant. In addition, when both OBSE and propensity to trust were included as predictors of OCB, only OBSE was significant ( $\beta = 0.51$ ,  $p < 0.001$ ). The beta for propensity to trust failed to reach significance ( $\beta = 0.06$ ,  $p > 0.05$ ). Equation number 3 explained 30 per cent of the variance in OCB at Time-2.

Moderated regression failed to support Hypothesis 5 (see Table 4). In step three, the addition of the interaction between collectivism and tenure failed to increase explained variance in OBSE ( $\Delta F = 0.36$ ,  $p > 0.05$ ). In contrast, results supported Hypothesis 6. The interaction of propensity to trust and tenure increased explained variance in OBSE over and above the effects of the controls and main effects ( $\Delta F = 4.28$ ,  $p < 0.05$ ). To illustrate this interaction, we divided the sample into two groups using a median split for tenure (low  $< 36$  months; high  $\geq 36$  months). As shown in Figure 2, the relationship between propensity to trust and OBSE is significant for those with high tenure ( $F = 7.14$ ,  $p < 0.001$ ) but fails to reach significance for those with low tenure ( $F = 1.61$ ,  $p > 0.05$ ). The equation explained 19 per cent of the variance in OBSE at Time-2.

### Usefulness analysis

Although collectivism and propensity to trust were not significantly related ( $r = 0.14$ ,  $p > 0.05$ ), the similarity of the mediated results for collectivism and propensity to trust suggested the benefits of conducting a usefulness analysis (Darlington, 1968) to determine if collectivism and propensity to trust made equal and/or independent contributions to explaining the variance in OCB at Time-2. Results of this usefulness analysis are reported in Table 5. When we entered collectivism and then propensity to trust (after the controls), the change in explained variance



High Tenure  $\geq 36$  months  
 $OCB = 1.91 - .13(Citizen) - .04(Coop) + .06(IRB) + .24(Trust)$   
 $F = 7.14, p < .001, R^2 = .26, Adj. R^2 = .22$

Low Tenure  $< 36$  months  
 $OCB = 2.50 - .12(Citizen) - .09(Coop) + .08(IRB) + .09(Trust)$   
 $F = 1.61, p > .05, R^2 = .07, Adj. R^2 = .03$

Figure 2. Interaction of tenure and propensity to trust

Table 5. Usefulness analyses for collectivism and propensity to trust

Step	Dependent variable	Independent variable	$\beta$ for Independent variable	$\Delta F$	$R^2$	$\Delta R^2$
1	OCB-T2	Citizen <sup>a</sup>	-0.02			
1	OCB-T2	Cooperative <sup>b</sup>	0.10	0.83	0.01	0.01
2	OCB-T2	In-role	0.21 <sup>‡</sup>	7.12 <sup>‡</sup>	0.05	0.04
3	OCB-T2	Collectivism	0.21 <sup>‡</sup>	8.24 <sup>‡</sup>	0.09	0.04
4	OCB-T2	Trust	0.14*	2.74*	0.11	0.02
1	OCB-T2	Citizen <sup>a</sup>	-0.02			
1	OCB-T2	Cooperative <sup>b</sup>	0.10	0.83	0.01	0.01
2	OCB-T2	In-role	0.21 <sup>‡</sup>	7.12 <sup>‡</sup>	0.05	0.04
3	OCB-T2	Trust	0.19 <sup>†</sup>	5.06 <sup>†</sup>	0.08	0.03
4	OCB-T2	Collectivism	0.18 <sup>‡</sup>	5.86 <sup>‡</sup>	0.11	0.03

\*  $p < 0.10$ .  
<sup>†</sup>  $p < 0.05$ .  
<sup>‡</sup>  $p < 0.01$ .  
<sup>a</sup> 0 = United States; 1 = other.  
<sup>b</sup> 0 = Site 1; 1 = site 2.

was marginally significant ( $\Delta F = 2.74, p < 0.10$ ). In contrast, when we entered propensity to trust and then collectivism, the addition of collectivism produced a significant increase in explained variance ( $\Delta F = 5.86, p < 0.01$ ), indicating that collectivism is a slightly stronger predictor of OCB than propensity to trust.

## Discussion

Results of this study demonstrate that in a non-work setting (cooperative housing) individual differences can significantly influence organizational citizenship. Specifically, we found that after accounting for the effects of our control variables (national citizenship, cooperative, and in-role behavior), both collectivism and propensity to trust were positively related to subsequent OCB assessed six months later. This supports Smith *et al.*'s (1983) original position that disposition can have important effects on OCB. Results also support Weiss and Adler's (1984) recommendation that individual differences be selected based on theory and their relevance to a particular setting, and that they be central (not peripheral) to the key research questions examined in a study. Results also provide insight into one process that links these individual differences (collectivism and propensity to trust) with organizational citizenship. Organization-based self-esteem mediated the effects of the dispositional variables on OCB. This suggests that propensity to trust and collectivism influence OCB because of their effect on viewing oneself as a valuable and contributing member of the organization. At the same time, we note that although we predicted partially mediated relationships, results demonstrated full mediation. Perhaps the measure of OBSE included effects of other constructs. This suggests the benefits of future research that assesses the potential effects of OBSE over and above other explanations such as felt responsibility, commitment, satisfaction, perceptions of justice, covenantal relationship, and perceptions of the psychological contract (transactional versus relational and fulfilment versus violation).

Finally, our results demonstrate that tenure in the organization strengthened the relationship between propensity to trust and OBSE. Initially, the link between propensity to trust and OBSE may be positive but weak. It is based on the general belief that interactions will be fair. Over time those with high propensity to trust get involved and generally have positive interactions which enhance their sense of identity as organizational members. Thus, tenure in the organization strengthens the positive relationship between propensity to trust and OBSE. Interestingly, tenure did not moderate the collectivism—OBSE relationship. Although we had hypothesized moderated relationships, our *post hoc* thinking suggests a possible explanation for the difference. Collectivists, by definition, subordinate personal interests to group interests. This emphasis on the group does not require decision-making or analysis and judgment based on the facts of the situation. Instead, it is a key characteristic of collectivists. As such, the effect of collectivism on OBSE is not influenced by the passage of time or by an individual's personal experiences in the organization.

One final set of analyses deserves discussion. Results of the usefulness analysis indicate that when both collectivism and propensity to trust are included simultaneously as predictors of OCB, the effects of collectivism ( $\Delta R^2 = 0.03, p < 0.01$ ) are slightly stronger than those of propensity to trust ( $\Delta R^2 = 0.02, p < 0.10$ ) which was only marginally significant. We speculate that the somewhat greater strength of collectivism is due to its fundamental nature. Collectivists, by definition, value groups, obtain their identity from the attributes of the group, and contribute to the group even when this requires sacrifice of personal interests. Thus, it seems reasonable that the effect of collectivism on OBSE is not moderated by tenure and the effect of collectivism on OCB is slightly stronger than that of propensity to trust.

### Implications

These results have both theoretical and practical implications. First, stable individual differences (such as collectivism and propensity to trust) can influence OCB, especially in organizations

where roles are loosely defined or when clearly specified role behavior is impractical. This extends Moorman and Blakely's (1995) research on collectivism because we included a second dispositional variable (propensity to trust) and because we assessed OCB six months later. We also suggest future research should examine other theoretically based individual difference constructs such as need for affiliation, relationship-orientation, and empathetic concern as probable antecedents to OCB as suggested by Van Dyne *et al.* (1995). Second, the effects of the two individual differences operated through OBSE—an individual's sense of being a worthwhile organization member. Individuals with high collectivism and propensity to trust are more likely to believe they can be a valued part of the organization (OBSE), to value this role, and because of this belief, engage in behaviors to make a difference in the organization. We chose OBSE because we thought it had special relevance to our non-work setting. OBSE, however, is only one of many potential processes that may link dispositional characteristics with OCB. Future research should consider other mediators such as felt responsibility (Pearce and Gregersen, 1991), fulfilment of the psychological contract (Rousseau and McLean Parks, 1993), covenantal relationship (Van Dyne *et al.*, 1994) and intrinsic satisfaction (Schaubroeck and Ganster, 1991).

Our results also have practical implications. Organizations may want to assign individuals who tend to trust others and are collectivistic to positions where cooperation and helping are critical to role performance. Given the mediating role of OBSE, organizations may want to pay particular attention to socialization and rewards that strengthen individuals' sense of being valuable to the organization. For example, positive feedback and recognition could specifically stress the importance of the individual to the organization. The contrasting results for tenure as a moderator suggest that organizations can expect collectivists to have high OBSE regardless of tenure and they can expect OBSE to increase over time for those with a propensity to trust. Thus, if OCB is particularly important in specific roles, organizations might want to select individuals characterized by high propensity to trust and high tenure. Finally, employment relationships are changing fundamentally (Rousseau, 1997) and interest in less bureaucratic and less traditional organizations (such as non-profit organizations: Weisbrod, 1988; collectivist organizations: Rothschild and Whitt, 1986; collective action organizations: Knoke, 1988; community organizations: Rothenbuhler, 1991; and voluntary associations: Curtis *et al.*, 1992) is increasing. We speculate that the organizational culture in many of these organizations will emphasize normative commitment and cooperation rather than competition (Barney, 1986) and that OCB will be especially valuable in organizations that do not rely on traditional hierarchical structures.

### *Limitations and future research*

As with all studies, there are limitations to this research. Conceptually, self-report may be biased if individuals rate themselves high on OCB because of their collectivistic orientation, their propensity to trust, or their OBSE. In other words, even though we obtained data on our dependent variable six months after the other data, we can not be certain that respondents' description of their own behavior represented their actual behavior. We note that participating in the study was not required and can be viewed as a form of OCB. In addition, even though participants knew we would assign ID numbers and protect the confidentiality of their responses, they had to provide their names in order for us to match Time-1 and Time-2 data. Perhaps our respondents are not characteristic of all residents and primarily represent those who engage in OCB. If this were the case, we would have inflated levels of OCB and restricted range for OCB. The data, however, indicate that this was not an issue because the standard deviation for OCB in our sample 1.06 (on a 1–7 scale) was larger than the 0.84–0.89 reported by Van Dyne and LePine

(1998). The greater variance of self-report OCB in our study is consistent with our assumptions that the cooperative represents a weak setting where individuals are less constrained by pay contingencies and have more latitude in determining and describing their behavior.

Empirically, there is the potential for common source bias. We believe, however, that any upward biasing effect was minimized in this sample for three reasons: (1) we obtained data on the dependent variable six months after the independent variable; (2) we assured respondents their responses would remain confidential; and (3) the follow-up study demonstrated no difference (no inflation) in self versus observer report of OCB. In many employment settings, cooperation and OCB can lead to direct personal benefits (such as merit increases or promotions). In the cooperative, no merit increases or promotions are possible. Accordingly, we expected respondents to be less influenced by upward response bias. Finally, as demonstrated by Crampton and Wagner, 'percept-percept inflation may be more the exception than the rule' (1994, p. 72).

Another potential limitation is the cooperative setting and whether these results can be generalized to traditional employment settings. For example, Chatman and Barsade (1995) demonstrated that putting cooperative individuals in a collectivistic organizational culture increased their cooperative behavior. In other organizations, norms reinforce competition in ways that may devalue those who have a propensity to trust and those who are collectivistic. Perhaps the special nature of the cooperative influenced relationships in the model. Following Williams and James (1994), we acknowledge this as a boundary condition to our study, but we also suggest that the cooperative setting of the study is a potential strength. We selected the organizations intentionally as a weak situation in which individual differences might exhibit discernible effects on OCB six months later. Moreover, even though cooperatives and other non-traditional organizations are not frequently researched, the non-profit sector is growing and is worthy of study in its own right. Future research should examine how the results of this study generalize to other types of organizations. Perhaps the relationships in our study are based on fundamental characteristics of human nature and are not unique to the non-profit setting. If so, similar relationships may occur in other types of organizations. These are interesting empirical questions for future research.

## Conclusion

Overall, we conclude that the individual differences of collectivism and propensity to trust influenced subsequent organizational citizenship (assessed at Time-2) of individuals in the non-work organizations in our study. Results also provide insight into why these constructs are related because the effects of collectivism and propensity to trust on OCB were fully mediated by organization-based self-esteem. Finally, the study demonstrated that tenure in the organization strengthened the relationship between propensity to trust and OBSE, but that it had no effect on the collectivism-OBSE relationship. Overall we discussed these findings in terms of their importance in non-work organizations and their relevance to the changing nature of jobs and work. We conclude by recommending that researchers continue to examine organizational citizenship in additional economic sectors and cultural settings.

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