

EMPLOYEES' MOOD, PERCEPTIONS OF FAIRNESS, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT: Previous research findings concerning employees' perceptions of fairness and positive mood as predictors of organizational citizenship behavior (OCB) have been equivocal. Explanations for this inconsistency may be related to the varying types of manipulation techniques adopted and samples tested. To address these issues, the present study adopted the mood and fairness manipulation techniques of Bachrach and Jex (2000, *Journal of Applied Psychology*, 30(3), 641–663) to investigate their effect on OCB amongst a sample of 138 employees from five large service organizations. The findings revealed that employees' perceptions of fairness affected their likelihood to perform organizational citizenship behaviors. One implication of this finding is that employees' perceptions of fairness may have a more enduring effect, in comparison to their mood, on increasing their extra role work behaviors. However, a close evaluation of the mood manipulation technique suggests that further research is needed before any firm conclusions can be made on the relative effect of employees' perceived fairness and positive mood on OCB.

KEY WORDS: organizational citizenship behavior; employees' mood; workplace fairness; organizational effectiveness.

INTRODUCTION

This study is an experimental field extension of the research of Bachrach and Jex (2000). Here the role of mood and perceived fairness

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on organizational citizenship behavior (OCB) will be examined amongst employees from five large service organizations. Organ (1997) recently defined OCB as “performance that supports the social and psychological environment in which task performance takes place” (p. 95). However, this very broad definition has yet to receive sufficient empirical support, therefore for the purposes of continuity and direct comparison with Bachrach and Jex, Organ’s (1988) original definition of OCB as *extra role* behaviors—*altruism behaviors* regarded as helping co-workers with problems or requests for assistance, and *generalized compliance* which includes employees behaving out of a sense of propriety in relation to the organizational system (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) will be adopted here. More importantly, because of the noted positive effects of OCBs on the organization such as increased organizational effectiveness (Organ, 1988; Organ & Konovsky, 1989), productivity (Podsakoff, Ahearne, & MacKenzie, 1997) and employee job satisfaction (McNeely & Meglino, 1994; Organ & Konovsky, 1989) a further aim of this study is to identify the relative and combined influence of employees’ perceptions of fairness and positive mood on OCB in order help identify strategies to promote OCBs within the workplace.

Predictors of Organizational Citizenship Behaviors: Perceived Fairness and Positive Mood

Podsakoff et al. (2000) have claimed that the investigation of the predictors of OCB is perhaps the most extensively researched area in this literature. The greatest research emphasis has been on employee characteristics (i.e., agreeableness, conscientiousness, positive mood, negative mood, employee satisfaction, organizational commitment, perceptions of fairness, and perceptions of leader supportiveness) as predictors of OCB. Of these employee characteristics, much research has exclusively focused on perceptions of fairness and mood in accounting for the variance in OCB (George, 1991; George & Jones, 1996; McNeely & Meglino, 1994; Moorman, 1993; Organ & Konovsky, 1989; Smith, Organ, & Near, 1983). Interestingly equivocal findings in the OCB domain (Bachrach & Jex, 2000; Organ & Konovsky, 1989) have lead to a debate concerning which attribute—mood state or fairness cognitions—is the more dominant predictor of OCB. The following review outlines this debate.

Mood and OCB

Mood (or affect) within organizational settings influences both *what* and *how* employees think (Forgas & George, 2001). Mood is in part a

function of characteristics of the working environment (Forgas & George, 2001). As noted in the Affect Infusion Model (AIM), mood exerts an influence on, and becomes incorporated into a person's cognitive and behavioral processes (Forgas & George, 2001). Firstly, mood affects how employees deal with tasks, and secondly, mood influences information recall, thereby influencing organizational judgements and behaviors (Forgas & George, 2001). Moreover, research has found that employees in a positive mood are more likely to be more helpful than their more moody counterparts (Carlson, Charlin, & Miller, 1988; Schnake, 1991).

Specifically, George (1991) found significant correlations between positive mood and both altruism and customer service amongst 221 salespeople. It would appear from these findings that employees in a positive mood at work are more likely to engage in both role-prescribed and extra-role forms of citizenship behaviors (Carlson et al., 1988; George, 1991; Isen & Daubman, 1984). Therefore employees' positive mood may be an important predictor of their OCB.

As an explanation of this, Rosenhan, Salovey, and Hargis (1981) contended that positive mood causes employees to perceive co-workers in a positive light, and therefore to be more attracted to them. Thus, employees who are in a positive mood should tend to look favorably upon co-workers in need of help, and as an opportunity to assist them. More importantly, Williams and Shiaw (1999) reported that employees in a positive mood had significantly higher intentions to demonstrate OCB, than other employees. Similarly, in an experiment conducted by Bachrach and Jex (2000), participants who received a positive mood induction (they read 40 positive statements) classified more OCBs as in-role, providing evidence of an increased perceived job categorisation breadth. Previous studies (Bachrach & Jex, 2000; Sinclair, Mark, Enzle, Borkovec, & Cumbleton, 1994) using this technique have reported significant differences in positive affect (PA) between mood conditions [as measured by Watson, Clark & Tellegen's (1998) PANAS]. To date, no studies have used Bachrach and Jex's (2000) mood induction technique to manipulate employees' mood within organizational settings to examine the effects of mood on reported OCB. The present study will address this gap in the literature.

Hypothesis 1: The self-evaluations of employees who receive a positive mood induction will report higher OCB scores than the self-evaluations of employees who receive a neutral mood induction.

Perceived Fairness and OCB

Not all researchers agree that mood is the most important predictor of OCB. Others such as Moorman (1991) and Organ (1988) have focussed

their research attention on fairness or organizational justice. Here organizational justice focuses on employee perceptions of the manner in which employees have been treated if they have been fairly treated or not, and the ways in which these cognitions influence work related variables (Moorman, 1991). Organ (1988) argued that fairness cognitions are important, as employees who believe they are being fairly treated will be more likely to hold positive attitudes about their work, outcomes and supervisors. Organ and Konovsky (1989) tested this argument by asking hospital employees to report typical mood at work and job cognitions related to pay and the job. Organ and Konovsky (1989) reported that these employees' OCB, was significantly related to their perceptions of fairness, and subjective appraisals of job outcomes, rather than by mood states. Moorman (1991, 1993) extended this line of inquiry, and reported general support for the conclusions of Organ and Konovsky (1989):—that OCB is more likely related to fairness cognitions about work than mood.

Results from both Organ and Konovsky (1989) and Moorman (1991, 1993) are consistent with Social Exchange theory (Blau, 1964) which proposes that employees expend effort in exchange for anticipated benefits that may be financial and/or social (Sloat, 1999). According to Sloat (1999), employees attempt to maintain a balance between their effort and expected return. Specifically, employees who perceive unfairness at work should reduce their OCB, whereas employees who believe they are fairly treated will continue to exchange OCB as a reasonable contribution to the system (Sloat, 1999). More recently Bachrach and Jex, (2000) reported that participants in an experiment exposed to a fair working environment scenario, were more likely to perceive greater job categorisation breadth than participants exposed to an unfair scenario.

Hypothesis 2: Employees presented with a fair workplace scenario will report higher OCB scores than employees presented with an unfair workplace scenario.

Contributions of the Present Study: An Interaction Between Positive Mood and Perceived Fairness

Whereas much of the previous research (Bachrach & Jex, 2000; Moorman, 1993; Organ & Konovsky, 1989; Sinclair et al., 1994) has debated which predictor, perceived fairness or positive mood, affects OCB, the current authors argue that it would be equally parsimonious to investigate an interaction between perceived fairness (cognition) and positive mood (affect). In fact psychology has a long history of identifying the possible interaction between cognitions and affect. For example, Piaget (1981) was one of the first to contend that a person's cognitive

system transforms their repertoire of emotion-related coping skills, in other words, employees' perceptions of fairness in the workplace can transform and effect their mood. In contrast, Forgas and George (2001) propose that how people feel at work has profound effects on their cognitive processes, judgments, decision-making and behavior. As noted in Forgas's AIM, mood state impacts on (organizational) behavior because it influences both *what* people think (the content of cognition) and *how* people think (the process of cognition). Either way, whether cognitions influences emotions (Piaget, 1981) or emotions influence cognitions (Forgas & George, 2001) there appears to be a consistent acknowledgement of an interaction between these two factors. Therefore it is predicted that

Hypothesis 3: There will be a significant interaction between mood and workplace fairness on employees' reporting of OCBs

The current authors also contend that much of the debate concerning the relative merits of perceived fairness and mood in predicting OCB may stem from methodological inconsistencies and limitations, for example, (1) the nature of the social context (workplace versus laboratory setting) in which the research is conducted requires clarification; (2) the need for experimental pre-post-test designs to be adopted in order to clarify the relative effectiveness of mood and fairness on OCBs and; (3) to directly measure the 'affect' and 'perceived fairness' of employees to ensure, rather than assume, the success of the mood and fairness manipulation techniques. Overall this study will attempt to evaluate Bachrach and Jex's (2000) research findings within an organizational context and to clarify the role of the predictors of OCB by adopting the following methodological extensions: (1) use an ecologically valid sample of employees from several organizations, (2) employ random allocation of participants to experimental conditions within a pre-post-test design and; (3) use the PANAS (MacKinnon et al., 1999) to measure the effectiveness of the mood manipulation technique and Folger and Konovsky's (1989) scale to measure the fairness manipulation.

METHOD

Design

An experimental field study will be used to assess employees' OCB as measured through Smith et al.'s, (1983) OCB scale. A $2 \times 2 \times 2$ analysis of variance (ANOVA), mixed design, was performed on the dependent variable OCB. Employees were randomly assigned to one of four conditions, positive mood/fair, positive mood/unfair, neutral mood/fair and neutral mood/unfair, where mood and fairness were the independent

variables. Mood and OCB were tested both prior and following the manipulations.

Participants

Participants were 138 employees from five large service organizations within the metropolitan area in Sydney, Australia. There were 83 participants from three private organizations, and 55 from two government organizations who volunteered to participate in the study. Employees represented a broad spectrum of responsibilities within administrative roles, ranging from general duties to senior management. Employment status included full time ($n = 120$), and part time ($n = 18$). Participants were 52% male and ($M = 37.6$ years old, $SD = 11.6$). Forty-eight percent were female and ($M = 35.3$ years old, $SD = 11.3$). The average tenure of employment was 5.9 years ($SD = 7.1$). Almost six (5.8%) of participants were in higher management, 33.3% were middle management, 23.9% were in administration, while 19.5% performed general office duties.

Materials

Employees were given an envelope containing a small booklet, within which was the mood induction procedure, and a larger booklet including a cover letter, the demographic assessment sheet, and the following four measures:

(i) Organizational citizenship behavior (OCB) was measured by a modified version of Smith et al.'s, (1983) scale. This scale was chosen due to its solid psychometric properties, length and self-reporting adaptability. The original scale required supervisors to rate their subordinates on the frequency of OCB. In the current study, items were reworded to allow employees to self-report. This was important as there are individual factors driving employee behavior which made reliance on supervisory definitions problematic (Morrison, 1994). Two modified forms of Smith et al.'s OCB scale were administered—(i) the first form was intended to be a 'baseline' measure of employees' perceptions of their OCB, here participants were asked to rate their OCB on a five point Likert scale, (1 = never performing these behaviors and 5 = always performing these behaviors) across sixteen items (See Appendix B). This modified scale was adopted from previous research conducted by Organ and Konovsky (1989) who reported coefficient alpha reliabilities ranging between .89 and .91; (ii) the second form of Smith et al.'s OCB scale was intended to be a state-measure of OCB. Here participants were instructed to rate how likely they were to perform the same sixteen behaviors as in the earlier form given this "fair" or "unfair" workplace situation (See Appendix B).

(ii) Perceived Mood was assessed using the Positive and Negative Affect Schedule (PANAS) (Watson et al., 1988). The PANAS consists of 10 positive adjectives and 10 negative adjectives which describes affect during a specified time. Current research suggests the Short PANAS is an attractive alternative in a situation in which brevity is important (Mackinnon et al., 1999). Mackinnon et al. (1999) confirmed the two-factor structure of the ten-adjective scale (five positive and five negative) using a 5-point scale ranging from 1 (very slight or not at all) to 5 (extremely). The reliability of the short form scale was acceptable (.78 for Positive Affect and .87 for Negative Affect). A negative mood was not induced within the present study due to ethical constraints placed upon this research by the University of Western Sydney Ethics Committee.

(iii) Mood induction was achieved through the use of mood statements developed by Bachrach and Jex (2000). The content of the positive mood statements were changed from a school environment to a working context to suit the present study. The statements were presented as booklets, 10 cm by 7 cm with the opening page containing instructions for use, followed by one statement per page. Participants were instructed to concentrate on each statement for 20 seconds. In the positive mood condition the statements were designed to become progressively more positive. For example, the first statement is 'Today is neither better nor worse than any other day' and ends with the statement 'My work environment makes me full of energy.' In contrast, the neutral statements were not positive or negative and more importantly there was no change in mood related content beginning with 'Saturn is sometimes not visible from the earth' and ending with the statement 'It all fitted in with the manager's story.' These neutral mood statements were exactly the same as those developed by Bachrach and Jex (2000).

The advantage of the mood induction booklets was that it allowed simultaneous group-testing of participants in both the positive or neutral mood induction conditions. More importantly, this technique has been shown to be effective in creating mood shifts of a reasonably long duration (25–30 minutes) (Sinclair et al., 1994).

(iv) The two fairness scenarios were adapted from Bachrach and Jex's (2000) study and were designed to represent either a fair or unfair job situation (see appendix A for a full description). Employees' perceptions of fairness were measured using five items developed by Folger and Konovsky (1989). Fairness was measured using a five-item scale, with responses ranging from 1 (very unfair) to 5 (very fair). Sample items included: 'how fair was the supervisor's standards in evaluating your performance'; and 'how fair are your break times and hourly pay received.' The reliability ($\alpha = .96$) of this scale as reported in previous research was deemed acceptable (Konovsky & Pugh, 1994).

(v) Crowne and Marlowe's (1960) New Scale of Social Desirability (coefficient alpha reliability of .89) was used to screen the data. Researchers have been concerned about the effects of social desirability on measures of OCB because respondents who scored high on such scales were presumed to be 'faking to look good' and as such could potentially contaminate the result.

Procedure

The experiment was conducted in a quiet room within each organization. Upon arrival participants read the information sheet and completed the consent and demographic information form. Participants then completed the PANAS and the OCB scale to obtain *baseline* measures of their mood and perceptions of their OCB. Participants were then randomly assigned to one of four experimental conditions:—positive/fair; positive/unfair; neutral/fair; neutral/unfair. To counterbalance order of presentations within conditions, participants were either presented with the mood induction procedure or workplace fairness scenarios. Following exposure to the mood induction, participants completed the PANAS for a second time as a manipulation check. After reading the workplace scenarios participants completed a fairness check. Once participants had completed their inductions and checks, they completed the OCB scale for a second time based on how likely they would be to perform OCB as an incumbent in the work scenarios they had just read. Participants were tested in groups of 10 for approximately 30–40 minutes.

RESULTS

Descriptive statistics including sample sizes, means, standard deviations, are presented in Table 1. Also, correlational analyses of the

Table 1
Descriptive Statistics for Independent and Dependent Variables

Variable	<i>M</i>	<i>SD</i>	Possible Range	α
Positive Mood pre-test	18.31	3.31	5–25	.67
Negative Mood pre-test	8.68	6.76	5–25	.82
Positive Mood post-test	16.01	5.53	5–25	.91
Negative Mood post-test	6.61	2.47	5–25	.79
OCB baseline measure	59.06	7.90	16–80	.65
OCB state measure	54.84	12.57	16–80	.79
Social desirability	21.14	4.13	6–30	.55

Note: $n = 138$.

social desirability data revealed that it was unrelated ($r = 0.2$) to participants' OCB scores, and consequently there was no necessity to include social desirability as a covariate in any of the main analyses.

Preliminary Analysis

Mood Induction Analysis

Dependent samples *t*-tests were conducted between the pre-test and post-test means within the mood conditions to assess the difference between participants mood before and after the mood induction procedure. Table 2 reports positive and negative affect means of both mood conditions as measured by the PANAS at pre-and-post-test stages.

Table 2 reveals that at pre-test, there was no difference between the positive and neutral mood conditions for positive affect (PA) and negative affect (NA). When examining *within* differences at pre-post test in the positive mood condition, PA did not increase significantly but NA decreased significantly. Within the neutral mood condition, PA decreased significantly and no significant difference was observed in NA from pre-test conditions to post-test conditions. Table 2 also reveals differences *between* conditions at post-test—a significant difference in PA between the positive mood ($M = 18.43$) and neutral mood ($M = 13.53$) conditions ($t(130) = 5.77, p < .001$) was found. Thus the mood induction procedure successfully resulted in significant differences in PA for the positive and neutral mood conditions, allowing for the study's hypothesis to be tested.

Fairness Manipulation Analysis

Results from an independent samples *t*-test indicated that mean fairness ratings between the fair, ($M = 19.36, SD = 3.53$) and unfair ($M = 8.18, SD = 3.53$) conditions were significantly different, where $t(122) = -14.04, p < .001$. This result indicates that participants' perceived the "fair workplace scenario" as significantly more just than

Table 2
Mean Positive Affect (PA) and Negative Affect (NA) Scores for Positive-and-Neutral-Mood-Induced Groups at Pre-and-Post-Test

Mood-induced group	Pre-test		Post-test			
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
Positive Mood Group						
PA	18.13	3.34	18.43	4.50	-.686	>.05
NA	8.49	3.26	6.79	2.47	5.74	<.001
Neutral Mood Group						
PA	18.50	3.28	13.53	5.40	8.20	<.001
NA	8.37	3.50	6.93	2.95	2.45	>.05

the “unfair workplace scenario”, providing support for the utility of the fairness manipulations.

Analysis of Hypotheses

Results of the evaluation of assumptions of normality, homogeneity of regression, linearity and multicollinearity were satisfactory (Tabachnick & Fidell, 2001). Two participants with high social desirability scores on the Crown and Marlowe scale were eliminated from further analysis. OCB means and standard deviations are reported in Table 3.

A 2 (positive/neutral) \times 2 (fair/unfair) ANOVA was conducted to test for omnibus effects. Use of Pillai’s Trace criterion (as the most robust against violations, Tabachnick & Fidell, 2001), revealed no main effect of mood, ($F(1,132) = .05, p = .83$). Hypothesis one, predicting that employees in a positive mood would report higher OCB than those in a neutral mood, was not supported. Hypothesis two, predicting effects of fairness on reported OCB however, was supported. ANOVA revealed significant effects of workplace fairness on OCB, ($F(1,132) = 23.35, p < .001$). Interestingly, no interactive effects of mood and fairness were found, ($F(2,132) = .90, p = .34$), thus it would appear that there was no overall support for hypothesis three.

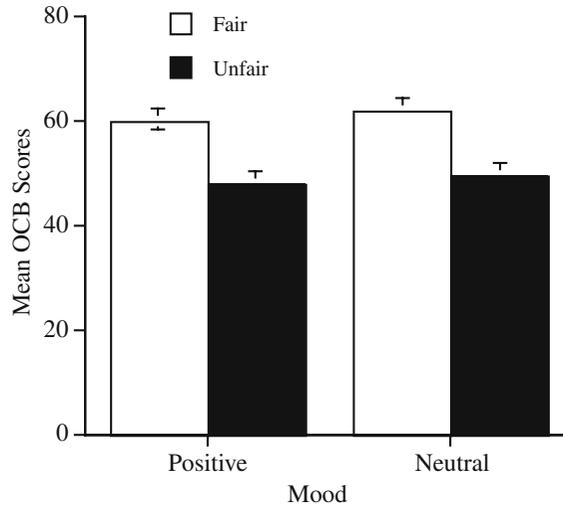
To further test the interaction predicted in hypothesis three, several *t*-test analyses were conducted and are reported in Table 3 and Figure 1. Here, significant differences in OCB were found within the positive mood condition for employees in the fair/unfair conditions, $t(66) = 4.26, p < .001$, and within the neutral mood condition for employees in the fair/unfair conditions, $t(65) = 4.77, p < .001$. No significant differences in OCB were found within the fair condition for employees in positive/neutral mood condition, $t(67) = -0.88, p = .38$, and the unfair condition for employees in positive/neutral mood condition, $t(64) = -0.41, p = .69$. Together these within subject analyses reinforce the main effect finding

Table 3
Means and Standard Deviations of Baseline and State Organizational Citizenship Behavior (OCB) Scores for each Experimental Condition

Manipulation Conditions	Baseline OCB		State OCB			
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t</i>	<i>P</i>
Positive–Fair (<i>n</i> = 33)	58.71	3.63	59.92	5.44	–.86	>.05
Positive–Unfair (<i>n</i> = 35)	60.08	5.74	47.97	3.71	6.06	<.001
Neutral–Fair (<i>n</i> = 34)	60.03	4.38	61.70	3.77	–1.04	>.05
Neutral–Unfair (<i>n</i> = 34)	57.76	4.71	49.30	7.44	3.28	<.001

Note: *n* = 136.

Figure 1
Mean State OCB Scores (+SE) for Fair and Unfair Groups in Positive and Neutral Mood Conditions



of the importance of perceived fairness on OCBs. Importantly employees in the positive mood/fair condition (although not the highest OCB condition as predicted) were found to have significantly higher OCB scores than employees in the neutral mood/unfair condition, $t(66) = 4.13$, $p < .001$, therefore providing only limited support for hypothesis three.

DISCUSSION

The present study aimed to investigate the relative effect of perceived fairness and mood on OCB. The findings revealed that employees' perceptions of fairness significantly affected their reporting of OCB. Specifically it was found that employees in the 'fair' condition reported significantly higher OCB scores than those employees in the 'unfair' condition. In contrast, less straightforward conclusions can be made about effect of employees' mood on their perceptions of OCB due to problems with the induction technique itself.

Evaluating the Effect of Mood and Mood Induction Techniques in the Workplace

The significant difference between the positive and neutral mood conditions found in previous studies (Bachrach & Jex, 2000; Sinclair

et al., 1994) has been attributed to an increase in positive affect in the induced positive mood condition, however, previous studies did not directly measure this change in affect using a pre-post-test design. In order to address this previous limitation the current study adopted this more robust technique and found that a significant difference between positive mood and neutral mood was due to a decrease in Positive Affect (PA) within the neutral mood induced condition and not an increase in Positive Affect (PA) in the positive mood condition. This present finding may be explained by the fact that participants were required to read through 40 statements and those within the neutral mood condition may have considered reading these statements as tedious and thus became bored and even annoyed thereby decreasing their PA. Moreover, the positive mood statements did not have the anticipated effect of increasing participants' PA, however the statements did significantly decrease participants' Negative Affect (NA). Overall, a more successful positive mood induction technique is needed before any firm conclusions can be made about the role of employees' mood on their OCB.

A further explanation for the partial success of the mood induction procedure may be attributed to the sample used in the present study. Samples involved in previous studies (Bachrach & Jex, 2000; Sinclair et al., 1994) using this technique have been limited to student populations and thus may lead to limited generalizability to workplace samples. The average age of participants in the current study was considerably higher than previous studies. General characteristics also varied. Student samples may have less life experience; thus being more susceptible to demand characteristics while employee samples, who have worked for a number of years, may be less susceptible to mood induction via exposure to statements alone. Other methods of successful mood manipulation that could be used in future workplace research include—participants watching films (Isen & Daubman, 1984), participants writing a vivid and detailed paragraph describing the happiest or saddest time in their life (Mitchell, 2000), participants who were asked to imagine a pleasant or an unpleasant event (Thompson, Cowan, & Rosenhan, 1980), and reading narratives of either pleasant or unpleasant events (Rosenhan et al., 1981).

Despite the fact that negative mood could not be induced directly in the present study because of ethical constraints, Negative Affect (NA) was still measured and as previously mentioned, it was found to decrease significantly in the Positive mood condition. Future research will need to directly manipulate negative mood and measure whether NA increases at post-test before any firm conclusions can be made on the true role of mood on OCB behaviors. Overall, the possibility that positive mood may increase OCBs and negative mood may decrease OCBs cannot be ruled out until a more robust mood induction procedure can be implemented.

Evaluating perceived fairness and the process of fairness induction

Employees' perceptions of fairness were found to significantly influence their OCB, supporting, Hypothesis 2. That is, employees presented with a fair scenario were more likely to indicate that they would perform OCBs, than those presented with an unfair scenario. More importantly, while there was a trend for OCB scores in the fair condition to increase, there was a significant decline in OCB scores for employees within the unfair condition. This would imply that not only is a fair working environment important for maintaining employees extra contributions to an organization, perceptions of unfair conditions may lead to decreased levels of employees performing OCB.

These results endorse Organ's (1988) view that the decision to behave as an organizational citizen may be a function of the degree to which an employee believes that he or she has been treated fairly by the organization. Specifically, the extent to which employees perform OCBs would seem to depend on their cognitive appraisal of fairness of overall treatment by the organization. If the criteria of fairness is not met, and the reduction of in-role behavior or leaving the organization are not viable options, the choice of discretionary contributions are a means of adjusting the relationship between the organization and the employee.

These results are consistent with Social Exchange theory (Blau, 1964). Employees decide upon the frequency and magnitude of their citizenship behaviors when there is a fair working environment and when the ratios of that relationship are equal among employees. When employees are fairly treated they should be likely to see continued citizenship as a reasonable contribution to the system and view those behaviors as within their role description and a fair exchange.

Moreover, the significant decrease in employee reporting of OCBs within the unfair condition suggests that an unfair working environment may have a more detrimental effect upon performance of OCB. This is not to discount the importance of a fair working environment, especially for gaining and maintaining an efficient organization. Taken together, these findings imply that an employees' OCB performance may depend on the outcomes of their cognitive appraisals, which are in principle, amenable to training by the organization.

Evaluating the Interaction Between Mood and Perceived Fairness on OCB

The results of this study revealed no interaction effects between mood and perceived fairness on employees' reported OCB scores, however on closer scrutiny, *t*-test analyses revealed some interesting findings. The findings reported in Table 3 support the significant main effect findings for 'fairness' in that employees in the 'Fair' conditions reported

the highest mean state OCB scores ($M = 59.92$; $M = 61.70$) irrespective of their mood, compared to employees in the 'Unfair' conditions ($M = 47.97$, $M = 49.30$). More importantly, state OCB scores are significantly lower ($p < .001$) than baseline OCB scores for employees in the 'Unfair' condition.

Future Research and Conclusions

There are several other ways that future research could overcome the design limitations of the present study—(i) use a behavioral measure of OCB that avoids the “faking to look good” problems associated with self-report measures of OCB; (ii) use a real-life manipulation of fairness/unfairness rather than a scenario task; or (iii) preferably, a combination of the previous two suggestions. Finally, it is also worth considering whether workplace fairness influences employees' mood or affect. The current study did not use the PANAS to directly measure the effect of the fairness manipulation on affect, the PANAS was only used to measure the success of the mood induction technique. However, it would be a worthwhile pursuit for future researchers to re-measure employees' affect (using the PANAS) after they had completed the fairness task as this may provide a more comprehensive understanding of the interaction between workplace fairness and mood.

This study has shown that perceived fairness significantly affected OCB and that a more successful positive mood induction technique is needed before any firm conclusions can be made about the effect of mood state on employees' OCB. Several recommendations are noted for future research to improve the mood induction technique. Nevertheless, the significant effect of fairness on employees' OCB should not be discounted—in fact, this finding has implications for the efficient allocation of organizational resources directed towards interventions and training programs that are designed to foster workplace equity. OCB has been referred to as the 'glue which holds collective endeavors together' (Organ, 1988), therefore in order to foster the development of OCB, interventions that increase perceptions of fairness and equity in the workplace are important for employee satisfaction and organizational effectiveness.

APPENDIX A

Fair Scenario

The following scenario depicts a *true work* situation within an organization. Please read the following description carefully and place yourself in the situation and *imagine* what this would be like for you.

Please imagine that you are a full-time staff member working in an office of medium size, where three other staff members started at the same time as you. Staff members are typically paid an average of \$13.00 an hour for a 40-hr workweek. You have worked in this position at the company for almost 11 months, and, as a result of your performance, the company pays you \$14.50 an hour for doing the job. Of all the other people who started working at the same time as you, you are paid the highest hourly wage, due to the system of raises. Your immediate supervisors usually give you the space you need to do your job, and they generally treat you fairly while you are at work. They take into consideration that you have worked there for 11 months, and so let you do a lot of work without direction, keeping out of your way unless you ask for help or run into a problem. You are given opportunities by the head of the office to have input about work policy, pay raises, performance evaluation, and training. Your input about office policy is taken seriously by the office manager. You are evaluated for regular raises every 3-1/2 months, and the amount of each raise is dictated by the performance evaluations you receive from your immediate supervisor as well as the office manager during that period. Your supervisor is very conscientious and honest, and your performance evaluations are a very fair indicator of how well you do your job. During the day, you are entitled to have one 40-min lunch break, and two 15-min breaks. You can take these breaks at any time during your day. You receive full pay for all three of these breaks. If you decide not to take the breaks, you can accumulate extra holiday hours.

Unfair Scenario

The following scenario depicts a *true work* situation within an organization. Please read the following description carefully and place yourself in the situation and *imagine* what this would be like for you.

Please imagine that you are a full-time staff member working in an office of medium size. Staff members are typically paid an average of \$13.00 an hour for a 40-hr workweek. You have worked in this position at the company for only 11 months, and so the company pays you \$11.50 an hour for doing the job. Of the other people who started working at the same time as you, your hourly wage is the lowest. Your immediate supervisors usually don't give you the space you need to do your job comfortably, and are constantly telling you what to do and not letting you work out anything for yourself, even though you have already been at the position for 11 months. You are not given the same space that some of your co-workers get, even though you work just as hard. In general, your supervisors don't treat you very professionally or fairly while you are at work, and don't give you the recognition you deserve. You really do not have a chance to give your input about office policy, because suggestions

that you make are never taken seriously by the head of the office or implemented by senior staff members. The suggestions of some other of your co-workers, however, are implemented. Every 4-1/2 months, raises are supposed to be given based on performance evaluations by supervisors during that period. However, based on your work and that of co-workers, it is obvious that there is extreme favoritism going on. Your supervisor does not report honestly how well you do your work and all the energy you put into your job, and so your raises are not in accordance with how you perceive your performance. Some people you work with seem to get raises, however, for doing nothing except run errands for the head of the office. During your 8-hour shift, you are given only one break; it's a 30-minute break, which you must take at noon. You are not paid for this break.

APPENDIX B

Instructions for 'baseline' OCB: "Use the scale below to rate how likely you are to perform the following behaviors".

Instructions for the 'state' OCB: "Use the scale below to rate how likely you are to perform the following behaviors given this workplace situation".

1	2	3	4	5
Never		Undecided		Always

- 1 Helping others who have been absent. _____
- 2 Being punctual. _____
- 3 Volunteering for things that are not required. _____
- 4 Taking undeserved breaks. _____
- 5 Help orient new people even though it is not required. _____
- 6 Attending work above the norm. _____
- 7 Helping others who have heavy work loads. _____
- 8 Coasting towards the end of the day. _____
- 9 Giving advance notice if unable to come to work. _____
- 10 Spending a great deal of time on personal phone conversations. _____
- 11 Not taking unnecessary time off work. _____
- 12 Assisting supervisor with his or her work. _____
- 13 Making innovative suggestions to improve department. _____
- 14 Not taking extra breaks. _____
- 15 Attending functions not required but that help company image. _____
- 16 Not spending time in idle conversation. _____

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