

THE INTERACTIVE EFFECTS OF PERSONAL TRAITS AND EXPERIENCED STATES ON INTRAINDIVIDUAL PATTERNS OF CITIZENSHIP BEHAVIOR

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An experience-sampling study investigating the dynamic process through which personal traits and affective and attitudinal states experienced at work influence intraindividual patterns of organizational citizenship behavior over time generally supported hypotheses. First, at the intraindividual level, experience-sampled positive affect and job satisfaction predicted experience-sampled reports of organizational citizenship behaviors over time. Second, cross-level interaction between agreeableness and positive affect predicted organizational citizenship behavior. Compared to less agreeable employees, agreeable employees reported both engaging more often in organizational citizenship behavior and more consistent patterns of such behavior; their engagement in these behaviors was less dependent on their momentary positive affect.

Over the past quarter-century, organizational scholars have been paying increased attention to “work behavior that is in some way beyond the reach of traditional measures of job performance but holds promise for long-term organizational success” (Van Dyne, Graham, & Dienesch, 1994: 765; see also Koys, 2001; Podsakoff & MacKenzie, 1997). Such behavior, described by various authors as *organizational citizenship behavior* (Organ, 1988; Organ & Ryan, 1995; Smith, Organ, & Near, 1983), *prosocial behavior at work* (George, 1991), *organizational spontaneity* (George & Brief, 1992), *extra-role behavior* (Van Dyne & LePine, 1998), and *contextual performance* (Motowidlo & Van Scotter, 1994), is thought to be influenced by personal traits (e.g., Organ & Lingl, 1995), job attitudes (e.g., Van Dyne et al., 1994), and affective states (e.g., George & Brief, 1992).

Dispositional characteristics such as personality traits influence individuals’ propensities to engage in citizenship behaviors at work (Borman, Penner, Allen, & Motowidlo, 2001; Organ & Ryan, 1995). However, as with other behaviors, whether a person engages in citizenship behaviors at a particular time or on a particular day depends on both the

person and the situation. An organizational theory useful for conceptualizing person and situation influences on citizenship behaviors is affective events theory (AET; Weiss & Cropanzano, 1996). According to this theory, events that unfold at work (i.e., situations) influence certain episodic behaviors through the affective states that these events generate (they are “affective events”). Within this conceptual framework, behaviors most directly influenced by discrete events are those that are more closely related to affective states, or what Weiss and Cropanzano called “affect-driven behaviors.”¹ Affective events theory proponents specifically consider citizenship behaviors to be affect-driven, a view supported by a large body of research relating affective constructs to such behaviors (George, 1991; Lee & Allen, 2002). Furthermore, Weiss and Cropanzano expected affect-driven behaviors to fluctuate substantially over time. Such fluctuations are consistent with the theory of task and contextual performance proposed by Motowidlo, Borman, and Schmit (1997: 73), who defined performance as episodic behavior:

“From one perspective, work behavior is a continuous stream that flows on seamlessly as people spend time at work. . . . Streams of work behavior are punctuated by occasions when people do some-

This research was supported in part by a grant awarded to the first author by the Military Family Research Institute at Purdue University. The ideas expressed herein are those of the authors and are not necessarily endorsed by the funding organization.

¹ Within affective events theory, judgment-driven behaviors are influenced by events and affect indirectly through effects on stable work attitudes.

thing that does make a difference in relation to organizational goals and these are the behavioral episodes that make up the domain of job performance" (1997: 73).

Even though citizenship behavior has been conceptualized as episodic behavior (Motowidlo et al., 1997), we are aware of no research that has captured the episodic nature of citizenship behaviors or explained variations in such behaviors across time. In this study, we attempted to address this gap in the literature by studying organizational citizenship behavior over time. Following affective events theory, we show that fluctuations in citizenship behavior over time are not randomly distributed (as transient errors) but rather, have substantive associations with affective and attitudinal states.

More generally, the cognitive-affective personality system (CAPS) proposed by Mischel and Shoda (1995, 1998) specifically addresses intraindividual fluctuations in behavior over situations and occasions and the role of personality factors in influencing individuals' patterns of intraindividual behavioral variation. In their conceptual model, Mischel and Shoda (1998) explained individuals' contextually sensitive processing and resulting behavior through a mediating system of cognitive-affective units including encodings, expectancies and beliefs, affective responses, goals and values, and self-regulatory competencies and plans. Furthermore, these authors conceptualized individual differences as reflecting both different chronic accessibilities of the cognitive-affective units (e.g., emotional response tendencies) and distinctive patterns of relationships among situational stimuli and cognitive-affective units. Conceptualizing individual differences in this way explains why, for example, some individuals tend to interpret negative feedback as a challenge (and increase their effort), whereas others decrease their standards or give up after negative feedback (see Ilies & Judge, 2005), perhaps because they encode such feedback as reflecting low ability.

For our specific study, this conceptualization suggests that personality traits should be studied not only as predictors of typical engagement in organizational citizenship behavior, but also as predictors (moderators) of intraindividual influences of situational factors on citizenship behavior. Intraindividual fluctuations in affect and job satisfaction largely reflect situational influences; it follows that a dynamic perspective on personality and citizenship behavior would include the influence of personality on the nature of the intraindividual effects of affect and satisfaction on such behavior.

In sum, the study presented herein documents an empirical endeavor examining the dynamic process

through which personal traits (agreeableness and conscientiousness) and states experienced at work (positive affect and job satisfaction) influence organizational citizenship behavior. Following Mischel and Shoda's (1998) recommendations for studying individual differences and processing dynamic theories of human personality and functioning in an integrated framework, we examined the intraindividual relationships (i.e., relationships over time) between states experienced by employees at work and their engagement in organizational citizenship behavior, and the moderating effect of personal traits on these intraindividual relationships.

Conceptually, employees' citizenship behaviors at work can be distinguished by their target, which may be individual or organizational (Lee & Allen, 2002; Organ & Konovsky, 1989), or along the five dimensions proposed by Organ (1988): helping, conscientiousness, sportsmanship, courtesy, and civic virtue. However, the dimensions of citizenship behavior are often highly intercorrelated (LePine, Erez, & Johnson, 2002). In their review and meta-analysis, LePine et al. (2002) suggested that researchers should define organizational citizenship behavior as a latent construct and consider the subdimensions as imperfect indicators. We followed this recommendation by conceptualizing citizenship behavior as a latent construct that causes behaviors targeted both at individuals in an organization and at the organization.

DERIVATION OF HYPOTHESES

Experienced States at Work and Organizational Citizenship Behavior

To explain employees' fluctuations in citizenship behavior over time, we focused on two states experienced by employees at work—positive affect and job satisfaction—as intraindividual predictors of behavior. These constructs have been specifically linked to citizenship behavior in previous theoretical models of voluntary behavior at work. George and Brief (1992), for example, proposed a model of organizational spontaneity in which positive mood at work has a central role in that it mediates the effects of both individual factors and contextual characteristics on the criterion. Similarly, in their model of voluntary behaviors, Specter and Fox (2002) specifically predicted that positive emotions should have a central role in predicting citizenship behavior because emotional responses determine action tendencies.

Unlike positive affect, which naturally varies over time, job satisfaction has been typically studied as a stable construct. More recently, however,

an emergent stream of research focused on modeling intraindividual variations in affect, attitudes, and behavior has examined job satisfaction as an evaluative state that can vary substantially over time (e.g., Fuller, Stanton, Fisher, Spitzmuller, Russell, & Smith, 2003; Ilies & Judge, 2002; Judge & Ilies, 2004). This focus is consistent with Locke's definition of job satisfaction as "a pleasurable or positive emotional *state* resulting from an appraisal of one's job or job experiences" (1976: 1300; emphasis added) as well as Hastie and Park's (1986) notion of "on-line" judgments constructed at the time of exposure to relevant situational factors. Further research has provided evidence that temporal variations in job satisfaction have substantive causes (as opposed to being random variations). Judge and Ilies (2004), for example, found not only that concurrent mood predicted job satisfaction over time, but also that negative mood scores reported by individuals significantly predicted their job satisfaction reported later in the day.

That job satisfaction leads to organizational citizenship behavior has been proposed since the behavioral construct was explicitly introduced to the organizational behavior literature (e.g., Bateman & Organ, 1983; Organ, 1988; Smith et al., 1983). In fact, organizational citizenship behavior, as an aspect of job performance, was thought to reflect the job satisfaction–job performance relationship that had eluded researchers until the start of the 21st century (see Judge, Thoresen, Bono, & Patton, 2001), because voluntary behavior is less likely to be constrained by nonattitudinal factors (e.g., skill, resources) than task performance (Organ & Lingl, 1995). Worth noting here is that increased satisfaction causes employees to engage in behaviors that are important for organizational success (i.e., citizenship behaviors; Van Dyne et al. [1994]) to the extent that their personal goals are aligned with organizational goals. Furthermore, if employees derive their satisfaction from aspects of their jobs that are unrelated to accomplishing organizational goals, increased satisfaction is likely to direct employee behavior toward goals that are unrelated to organizational success.

Since the first empirical studies on the antecedents of organizational citizenship behavior (Bateman & Organ, 1983; Smith et al., 1983), empirical evidence for the between-individual effects of both positive affect and job satisfaction on organizational citizenship behavior manifestations has been rapidly accumulating (e.g., George, 1991; Konovsky & Organ, 1996; Lee & Allen, 2002; Organ & Konovsky, 1989; Organ & Lingl, 1995; Rioux & Penner, 2001; also see Borman, Penner, Allen, & Motowidlo, 2001; Organ & Ryan, 1995). The evidence from these studies shows that employees

who generally experience more positive affective states and higher job satisfaction also tend to engage in more organizational citizenship behaviors. However, these data do not speak to the intraindividual relationship between states and behavior. That is, the fact that individuals' affective experience tendency (a reflection of trait affect) and their baseline job satisfaction (which is, in part, dispositional; Judge, Heller, and Mount [2002]) predicts individuals' baseline citizenship behavior does not reveal what mechanisms are responsible for daily fluctuation above and below baseline citizenship behavior engagement.² More generally, between- and within-individual relationships among psychological constructs do not necessarily reflect the same mechanisms. With respect to predicting well-being, for example, Reis, Sheldon, Gable, Roscoe, and Ryan noted that "it bears reiterating that trait effects and daily variations are statistically and conceptually independent" (2000: 419). On predicting human behavior, Fleeson (2004) argued that studying how personality relates to patterns of within-individual fluctuations in behavior could advance personality theory beyond the person-situation debate. Similarly, Epstein argued that studying within-individual relationships is essential for understanding behavior: "It stands to reason that, if one wants to know how individuals operate, it is necessary to examine how variables are patterned and interact with one another within individuals" (1994: 121).

Specifically referring to organizational behaviors, Weiss and Cropanzano noted that because affective states fluctuate over time, research on their behavioral (performance) consequences should focus on change and on identifying discrete influences: "When change becomes our focus of attention, we have to modify the structure of our causal explanations as a consequence. Explanations for change cannot be found in stable, steady characteristics of people or situations. Instead they are found in discrete events" (1996: 65).

In sum, relationships among psychological constructs at the between- and within-individual level reflect different phenomena and thus are not necessarily similar. As Cervone noted, "Numerous writers have explained that within-person and between-person analyses, although they surely may inform one another, nonetheless constitute do-

² We use the term "state affect" to refer to transitory affective states or mood. In contrast, "trait affect," or "affectivity," refers to enduring dispositional characteristics of individuals that predispose them to experience certain emotions, emotional reactions, or moods (Watson, Clark, & Tellegen, 1988).

mains of inquiry that are conceptually distinct” (2005: 425). On our specific topic, the finding that individuals who are generally more satisfied with their jobs also engage in more citizenship behaviors could be the consequence of a dispositional positivity effect: those who are positive in nature are predisposed to interpret their job circumstances in a positive way and thus report higher satisfaction, and they also tend to help their coworkers more.

If dispositional explanations for the associations between trait affectivity (or stable job satisfaction) and general tendencies to engage in citizenship behaviors at work do not speak to the intraindividual affective (or attitudinal) influences on citizenship behavior, then what mechanisms are responsible for these effects? Within individuals, positive affect experienced at work (i.e., state affect) should lead to citizenship behavior for several reasons: (1) when they are in a positive mood, individuals perceive things in a positive light and thus are more likely to feel positively toward coworkers and help them when the opportunity is present (George & Brief, 1992); (2) positive mood facilitates creativity (Isen, Daubman, & Nowicki, 1987), and thus people are more likely to propose innovative solutions when they experience positive affect (George & Brief, 2002); and (3) positive affect is associated with empathy (Nezlek, Feist, Wilson, & Plesko, 2001), and employees are more likely to help others when they feel empathetic toward them.

With respect to the job satisfaction–organizational citizenship behavior relationship, we believe that the between-individual association documented in previous research reflects both dispositional and situational effects. Fluctuations in job satisfaction, however, cannot be explained by stable person or organizational factors. It is our contention that discrete events and short-term changes in work environments explain within-individual fluctuations in job satisfaction that further correspond to fluctuations in citizenship behavior. But why would people engage in organizational citizenship behaviors when they are more satisfied with their jobs? To the extent to which employees view their work contributions as part of an exchange (e.g., Van Dyne et al., 1994), heightened job satisfaction indicates that they perceive that their jobs provide them with valuable outcomes (e.g., Locke, 1976). In turn, these perceptions influence employees to increase their job inputs over and above what is generally required of them as a reciprocal response, in the form of organizational citizenship behaviors (Van Dyne et al., 1994).

We are not aware of intraindividual research on experienced states and organizational citizenship behaviors over time. However, in line with the

episodic behavior conceptualization of contextual performance (Motowidlo et al., 1997), and following the reasoning explained above, we propose that affective and attitudinal states experienced at work influence episodic behavior within individuals:

Hypothesis 1a. Individuals’ daily positive affect is positively related to their daily citizenship behavior over time.

Hypothesis 1b. Individuals’ daily job satisfaction is positively related to their daily citizenship behavior over time.

The intraindividual functioning model positing the relationships between affective and attitudinal states experienced at work and episodic citizenship behavior over time corresponds to the intraindividual processing component of the cognitive-affective personality system proposed by Mischel and Shoda (1995, 1998). That is, our intraindividual hypotheses specify situation-influenced effects (through momentary positive affect and job satisfaction) on behavior over time. As noted, Mischel and Shoda also suggested that researchers should integrate traditional trait conceptualizations of personality with intraindividual processing by examining the links between traits and parameters of intraindividual processing. Accordingly, we examine the associations between personality traits and the magnitudes of the intraindividual effects of the experienced states on organizational citizenship behavior.

State-Trait Interactions and Organizational Citizenship Behavior

Two personality traits—agreeableness and conscientiousness—have been consistently linked to organizational citizenship behavior in past conceptual treatments of individual differences in citizenship behavior (e.g., Motowidlo et al., 1997; Organ & Lingl, 1995; Organ & Ryan, 1995), though these links have not always been supported empirically (e.g., Konovsky & Organ, 1996). In this paper, we examine the role of agreeableness and conscientiousness in influencing behavior through the lens of Mischel and Shoda’s (1995) cognitive-affective personality system, which suggests that examinations of the link between personality and behavior should focus on the interactive effects of traits and situation-influenced variables on behavior.

Although agreeableness should predict individuals’ average citizenship behaviors, the link in past research has not been strong (Organ & McFall, 2004). In their review of agreeableness and prosocial behaviors, Graziano and Eisenberg (1997: 815) encouraged

researchers to take an interactional perspective and to explicitly attend to moderating influences. We concur; below we explain the theoretical reasoning behind our expectation that agreeableness acts as a moderator variable for the impact of experienced states on citizenship behavior.

Wiggins (1991) considered agreeableness to underlie striving toward communion (being part of a community; striving for inclusion, intimacy, and solidarity). Agreeableness is linked to collective behavior in the form of compliance and willingness to serve the needs of a group (Graziano & Eisenberg, 1997). Agreeable individuals are predisposed to do things to make themselves valuable to a group, such as to facilitate group cohesion, and indeed there is evidence that other group members value agreeable individuals more than those who are not agreeable (Barrick, Stewart, Neuberg, & Mount, 1998). As Ashton and Lee (2001) noted, agreeable individuals are likely to have lower thresholds for engaging in helping behavior, partly because they attach an intrinsic value to others' welfare. This suggests that individuals low in agreeableness are less intrinsically motivated to behave prosocially (Ashton & Lee, 2001) and need additional motivation to work on behalf of a group or organization. From where might this motivation arise?

One source of the motivation might be job satisfaction. Low-agreeableness individuals are more likely to be exchange-oriented (Wiggins & Trapnell, 1996) in providing resources to others. Because job satisfaction is an expression of approval of a work environment (Locke, 1976), it stands to reason that employees who are low in agreeableness are more likely to engage in desirable voluntary behaviors at work when they see the exchange favorably (that is, when they are satisfied with the context in which they work), whereas those high in agreeableness—and more sensitive to the needs of the collective (Graziano & Eisenberg, 1997)—should engage in citizenship behaviors irrespective of the perceived favorability of their jobs.

Another possible source of motivation to engage in organizational citizenship behaviors is positive affect. In the previous section, we proposed that positive affect predicts citizenship behavior within individuals (Hypothesis 1a) and reviewed the theoretical support for this link. Although agreeableness has been linked to organizational citizenship behavior as well (Organ & Ryan, 1995), we propose that positive affect and agreeableness interact to affect citizenship behavior. Specifically, low-agreeableness individuals may be more inclined to act on or express their emotions, an effect that has been found with respect to expressing negative emotions (e.g., Martin, Wan, David, Wegner, Olson, & Watson, 1999). Evidence also indicates

that agreeableness predicts behavioral responses to negative perceptions of a work environment. Low-agreeableness individuals are more likely to engage in deviance when they perceive low organizational support (Colbert, Mount, Harter, Witt, & Barrick, 2004). In addition, the effect of distributive injustice in predicting retaliation is stronger for those who are less agreeable (Skarlicki, Folger, & Tesluk, 1999), as is the link between perceived organizational politics and interpersonal facilitation for these individuals (Witt, Kacmar, Carlson, & Zivnuska, 2002). Though suggesting that low-agreeableness individuals are more responsive to negative emotions and perceptions, this research does not directly address the behavioral response to positive affective states. Why would these individuals be more responsive to positive affect in providing citizenship behaviors?

Agreeableness is recognized as an interpersonal trait (Wiggins, 1991), and it is thought to facilitate the maintenance of social relationships. One way agreeable individuals manage their relationships is through efforts to regulate emotions and emotional expression. Recently, Tobin, Graziano, Vanman, and Tassinari (2000) studied emotional experience and emotional control efforts as a function of agreeableness. In a series of studies, they found that agreeable individuals exerted greater effort to control the expression of both positive and negative emotions. Moreover, these authors found that individuals low in agreeableness were more reactive (exhibited stronger positive reactions) to positive arousal. In discussing their findings, Tobin et al. noted this: "Future research should investigate the relation between Agreeableness and emotional self-regulation when there are increased consequences of emotional expression" (2000: 668). Tobin and colleagues' theorizing and results suggest that low-agreeableness individuals will react more strongly to positive emotions at work.

Hypothesis 2a. Individuals' agreeableness moderates the intraindividual relationship between daily positive affect and daily reports of organizational citizenship behavior: for those who score high on agreeableness, organizational citizenship behavior depends less on daily positive affect than it does for those who score lower on agreeableness.

Hypothesis 2b. Individuals' agreeableness moderates the intraindividual relationship between daily job satisfaction and daily reports of organizational citizenship behavior: for those who score high on agreeableness, organizational citizenship behavior depends less on daily job satisfaction than it does for those who score lower on agreeableness.

Conscientiousness should also moderate the intraindividual relationships between experienced states and citizenship behavior. Because dependability, reliability, and discipline are hallmarks of conscientiousness (Costa & McCrae, 1992), those who score high on this trait should consistently engage in citizenship behaviors irrespective of their momentary affect and satisfaction. In contrast, those scoring low on conscientiousness should engage less often in organizational citizenship behavior, and when they do engage in such behavior they should be more likely to discontinue the behavior because they are more easily distracted and “are easily discouraged and eager to quit.” (Costa & McCrae, 1992: 18). In addition, the closely related personality trait of prudence from the Hogan Personality Inventory (Hogan & Hogan, 1992) reflects individual differences in spontaneity and impulse control, among other subdimensions, which again suggests that the behaviors of those who score high on conscientiousness (prudence) will be less influenced by their momentary affect and satisfaction than will the behaviors of those who score lower on the trait. On this point, Watson, Clark, and Harkness noted the following: “Conscientious individuals are less swayed by the immediate sensations of the moment and are controlled more strongly by the broader, longer term implications of their behavior” (1994: 27).

Hypothesis 3a. Individuals’ conscientiousness moderates the intraindividual relationship be-

tween daily positive affect and daily reports of organizational citizenship behavior: for those who score high on conscientiousness, organizational citizenship behavior depends less on daily positive affect than it does for those who score lower on conscientiousness.

Hypothesis 3b. Individuals’ conscientiousness moderates the intraindividual relationship between daily job satisfaction and daily reports of organizational citizenship behavior: for those who score high on conscientiousness, organizational citizenship behavior depends less on daily job satisfaction than it does for those who score lower on conscientiousness.

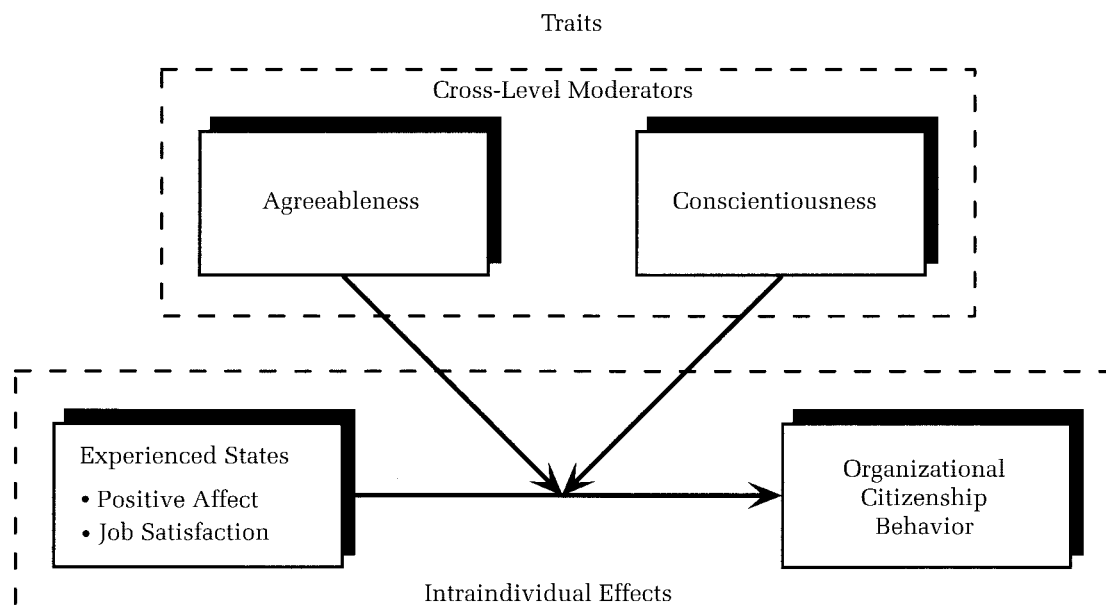
Figure 1 summarizes the effects hypothesized here. To test these hypothesized relationships, we conducted a field study using experience-sampling methodology. We asked participants to provide daily reports of positive affect and job satisfaction, as well as daily ratings of organizational citizenship behavior. In addition, we measured participants’ personality traits. We describe this study below.

METHODS

Participants and Procedures

Participants comprised a convenience sample of 66 full-time employees from a variety of occupational fields, including education, information

FIGURE 1
Intraindividual Effects of States Experienced at Work on Organizational Citizenship Behaviors, and the Moderating Role of Personal Traits



technology, and administration. The sample was part of a larger study on affect and behaviors at work. The average age of the individuals in this sample was 36 years (*s.d.* = 9.3 years); 72 percent of the respondents were women. Participation in the study was completely voluntary and was rewarded with a small honorarium.

Participants were recruited by two individuals employed by a hospital administrative office and an educational institution, respectively. The two contacts, known by one of the authors, sent an e-mail that we had composed describing the study and soliciting participation. Individuals who wished to participate were instructed to sign up for the study via the Internet. Participants who signed up were provided detailed instructions about how and when to complete the daily surveys. Of the 115 individuals contacted, 66 (57%) completed the study.

The data collection process involved two different phases. For the first phase, we used interval-contingent experience sampling (see Ilies & Judge, 2002), having the employees report their positive affect, job satisfaction, and organizational citizenship behaviors daily from work for three weeks (15 working days). The experience-sampled data were collected through an Internet interface. Each day at 10:30 A.M., participants were sent an e-mail reminding them to complete the daily survey "at or near the end of their workday." "Timestamps" (recorded electronically in the database) provided evidence that participants generally completed the daily surveys during working hours.³ Two participants consistently rated their organizational citizenship behavior using the highest end of the scale for each item; because they thus showed zero variability in their behavioral ratings over time, we did not include their data in our analyses. In the second phase, participants completed measures of personality traits. Of the 63 participants who provided valid experience-sampling ratings, 62 also completed the personality survey; these individuals comprised the final sample used in all the analyses presented here. For those in the final sample, we obtained 825 (out of a maximum of 930) sets of experience-sampling surveys, which was equivalent to an overall response rate across individuals and time of 88.7 percent.

³ One participant submitted the ratings very early in the morning (between 3:32 A.M. and 5:27 A.M.) and so we excluded these ratings from the analyses.

Measures

Experienced states. We measured positive affect using the Positive and Negative Affect Schedule (PANAS; Watson et al., 1988). The PANAS measures positive affect with ten adjectives; individuals rate the extent to which these words describe themselves on a scale (1 = "very slightly or not at all"; 5 = "very much"). Sample adjectives included "interested," "excited," and "enthusiastic." The average (across days) coefficient alpha for this scale was .93. Job satisfaction was measured with the five-item version of the Brayfield and Rothe (1951) Index of Job Satisfaction. On each working day, participants were asked to indicate the extent to which they agreed with five statements about their jobs (1 = "strongly disagree"; 5 = "strongly agree"). Sample items included, "Right now, I feel fairly satisfied with my present job" and "At this moment, I am finding real enjoyment in my work." The intraclass correlation of the job satisfaction scores was .65; comparing this value with the scale's average internal consistency estimate ($\bar{\alpha}$ = .89) revealed that individuals' job satisfaction scale scores were less consistent over time than the item scores were across items.

Personal traits. We measured agreeableness and conscientiousness using the Big Five Inventory (BFI; John, Donahue, & Kentle, 1991). Participants rated their agreement with the nine statements (1 = "strongly disagree"; 5 = "strongly agree"). The internal consistencies of the scores were .77 for agreeableness and .81 for conscientiousness.

Organizational citizenship behavior. We assessed organizational citizenship behavior using 11 items from the scale described by Lee and Allen (2002). To keep the survey brief, we eliminated items that would be less likely to vary daily. Participants were instructed to "indicate how often you engaged in the behavior today" on a five-point scale (1 = "never"; 5 = "often"). Sample items included "assisted others with their duties," "willingly gave your time to help others who had work-related problems," and "expressed loyalty toward the organization." The average (across days) internal consistency ($\bar{\alpha}$) of the organizational citizenship behavior scores was .93, and the intraclass correlation for these scores was .71.

Analyses

First, it was important to ascertain whether individuals followed the instructions to complete the daily survey at the end of the day. Examining the electronic timestamps revealed that out of the 825 daily ratings provided by the 62 participants who

TABLE 1
Means, Standard Deviations, and Interindividual Correlations^a

Variable	Mean	Within-Individual s.d.	Between-Individual s.d.	1	2	3	4	5
1. Agreeableness	3.91		.53					
2. Conscientiousness	4.11		.53	.27*				
3. Positive affect	3.21	0.60	.87	.41**	.29*			
4. Job satisfaction	3.60	0.52	.75	.22	.08	.75**		
5. Organizational citizenship behavior	3.11	0.52	.87	.36**	.07	.61**	.52**	

^a Correlations were computed between individuals, using each participant's mean scores for the experience-sampled variables $n = 62$.

* $p < .05$

** $p < .01$

Two-tailed tests.

comprised the final sample, 29 (3.5%) were submitted before noon; because of their potential to distort the results, we eliminated these ratings. The remaining 809 ratings were submitted, on average, at 3:44 P.M.⁴ The average within-individual standard deviation of the submission time was one hour and 17 minutes, which indicates that employees generally submitted their daily ratings within two and a half hours of their average submission time. Because this variability was somewhat greater than we expected, we examined whether the time of the day when the daily survey was completed predicted individuals' ratings of citizenship behavior (providing the ratings later in the day gives more opportunities for engaging in such behavior). The beta coefficient for predicting citizenship behavior ratings with time was exactly zero; thus, we felt there was no need to control for time in subsequent analyses.

To test both the intraindividual effects of positive affect and job satisfaction on organizational citizenship behavior ratings and our cross-level moderating hypotheses, we used a hierarchical linear modeling (HLM) framework in which we regressed the daily criterion scores on the daily predictor scores at the first level (across days). At the second level, we modeled the interactive effects of agreeableness and conscientiousness on the magnitudes of the intraindividual effects of the experienced states on organizational citizenship behavior (across individuals). More specifically, at the second level, we regressed individuals' intraindividual slopes and

intercepts for predicting organizational citizenship behaviors with positive affect and job satisfaction over time on their scores on the two personality traits.

RESULTS

Table 1 presents the means, standard deviations, and between-individual correlations among trait scores and average experience-sampled scores for all study variables. Following the suggestion of an anonymous reviewer, to examine whether the three constructs assessed with the experience-sampling surveys were distinct from one another, we conducted confirmatory factor analyses (CFA) using three item parcels for each construct (to reduce the number of indicators). A three-factor model fitted the data very well (RMSEA = .06, RMSR = .03, NFI = .97, CFI = .99), but a single-factor model did not fit the data well (RMSEA = .33, RMSR = .12, NFI = .71, CFI = .73).⁵ In addition, because our focus was on the within-individual relationships between the experienced states and the reported behavior, we examined the average within-individual correlations among the three constructs to ascertain whether the scores were highly correlated over time. These average within-individual correlations were low to moderate (.48, .24, and .22 for positive affect–job satisfaction, positive affect–citizenship behavior, and job satisfaction–citizenship behaviors, respectively), a pattern of findings that further supported the three constructs' distinctiveness, as reflected in respondents' within-individual scores over time.

Before conducting multilevel analyses, we exam-

⁴ An analysis of the missing data revealed no apparent trends. Specifically, there was no particular day on which many participants failed to respond. For each of the 15 working days that participants completed daily surveys, we obtained between 52 and 60 surveys from the 62 individuals comprising the final sample. Thus, it appears that the nature of the missing data was random rather than systematic.

⁵ The fit also decreased substantially for two-factor models that combined pairs of the three constructs (e.g., RMSEA values ranged from .24 to .26).

ined whether citizenship behavior scores varied substantially within, as well as between, people. Results of a null model, where we partitioned the total variance into within- and between-individual variance, revealed that 29 percent of the total variance was within individuals and that between-individual differences in average scores were meaningful ($p < .01$). For job satisfaction and positive affect, within-individual variation accounted for 35 and 34 percent, respectively. Furthermore, the within-individual variability in the experience-sampled scores over time was much larger than the value of the error variance derived from the coefficient alpha.⁶ These results strongly suggest that within-individual variations in the experience-sampled scores were substantive rather than random.

Intraindividual Results

Table 2 presents parameter estimates of the multilevel models. The main effects model, in which we regressed daily citizenship behavior scores on daily positive affect and job satisfaction scores within individuals (the predictor scores were centered at the individuals' means to remove between-individual variance in these scores [Hofmann, Griffin, & Gavin, 2000]), showed support for both Hypothesis 1a—positive affect had a significant intraindividual effect on citizenship behavior ($\beta_1 = .17$, $p < .01$)—and Hypothesis 1b: job satisfaction was a significant predictor of citizenship behavior ($\beta_2 = .15$, $p < .01$). Jointly, the predictors explained 15 percent of the intraindividual variance in citizenship behavior.

Given the design of the study, even though we derived our within-individual hypotheses from theoretical models suggesting a causal effect of affect and satisfaction on citizenship behavior (George & Brief, 2002; Smith et al., 1983; Weiss & Cropanzano, 1996), the results presented above did not speak to the issue of the direction of causality. To investigate causality, following the suggestion of an anonymous reviewer we conducted two additional sets of analyses. The first set estimated the effect of the positive affect and job satisfaction ratings submitted at time $t - 1$ (the day prior to citizenship ratings) on the organizational citizenship ratings submitted at time t , and the second set

⁶ The average within-individual variance in job satisfaction, for example, was .49, which is much larger than .06—the error variance derived from an alpha of .89 and the observed variance of the average scores (.55); we thank the editor for suggesting these additional analyses.

TABLE 2
Results of HLM Analysis Testing Intraindividual and Cross-Level Interaction Effects on Organizational Citizenship Behavior^a

Model/Criterion	Organizational Citizenship Behavior	<i>t</i>
Main effects model		
Intercept (baseline β_0)	3.11	30.61**
Positive affect (baseline β_1)	0.17	3.90**
Job satisfaction (baseline β_2)	0.15	3.04**
Moderated effects model		
Effect of agreeableness on:		
β_0	0.60	2.64**
β_1	-0.27	-2.67**
β_2	0.11	1.50
Effect of conscientiousness on:		
β_0	0.12	0.59
β_1	-0.01	-0.13
β_2	-0.08	-1.01

^a We centered all level-one predictor scores at the individuals' means to eliminate between-individual variance. β = unstandardized first-level regression coefficients (the standardized values for the main effects are: $\beta_1^* = .19$ and $\beta_2^* = .15$). In the main effects model, agreeableness and conscientiousness were held at their means. Moderating effects of agreeableness and conscientiousness were estimated with separate models.

** $p < .01$

Two-tailed tests

estimated the effects of organizational citizenship ratings submitted at time $t - 1$ on positive affect and job satisfaction submitted at time t . The comparison of the magnitudes of the effects does suggest directionality mostly from the states to the behavior: the standardized coefficients for predicting citizenship behavior with a previous day's positive affect and job satisfaction were both .06, and the previous day's behavior ratings had a .00 effect on both positive affect and job satisfaction. However, neither experienced-state-to-behavior effect was significant. Yet this result is consistent with the findings of Judge and Ilies (2004), who found that the effects of affect (on job satisfaction in that study) dissipated rather quickly over time. To better address the issue of the causal direction of effects, future research should include multiple surveys (at least two) on each day to enable lagged analyses over shorter time frames (3–4 hours versus approximately 24 hours in our study).

Cross-Level Results

Before testing the cross-level moderator effects, we examined whether there was significant variance in the intraindividual slopes for predicting

organizational citizenship behavior with the experienced states over time. To do so, we estimated a model that regressed the criterion scores on positive affect and job satisfaction scores (centered at the individuals' means) at the first level and estimated the pooled intraindividual parameters at the second level. The results of this model showed significant variability in the intraindividual slopes for predicting citizenship behavior reports with positive affect ($p < .01$), but the chi-square test for the variance in the intraindividual slope for predicting citizenship behavior with job satisfaction only approached significance ($p < .09$).

The moderated effects model results (Table 2) showed strong support for the interactive effect of agreeableness and positive affect on reported citizenship behavior (Hypothesis 2a). That is, at the second level, agreeableness significantly predicted the first-level regression coefficient of positive affect. Examining the residual variance revealed that agreeableness explained 23 percent of the between-individual variance in the intraindividual slope for predicting reports of citizenship behavior with momentary positive affect. In contrast, conscientiousness did not show a significant moderating effect on the positive affect–organizational citizenship behavior relationship, which lends no support to Hypothesis 3a. In addition, neither agreeableness nor conscientiousness had a cross-level moderating effect on the intraindividual job satisfaction–citizenship behavior relationship (which was to be expected, given that there was not much variance in the corresponding intraindividual regression coefficient).

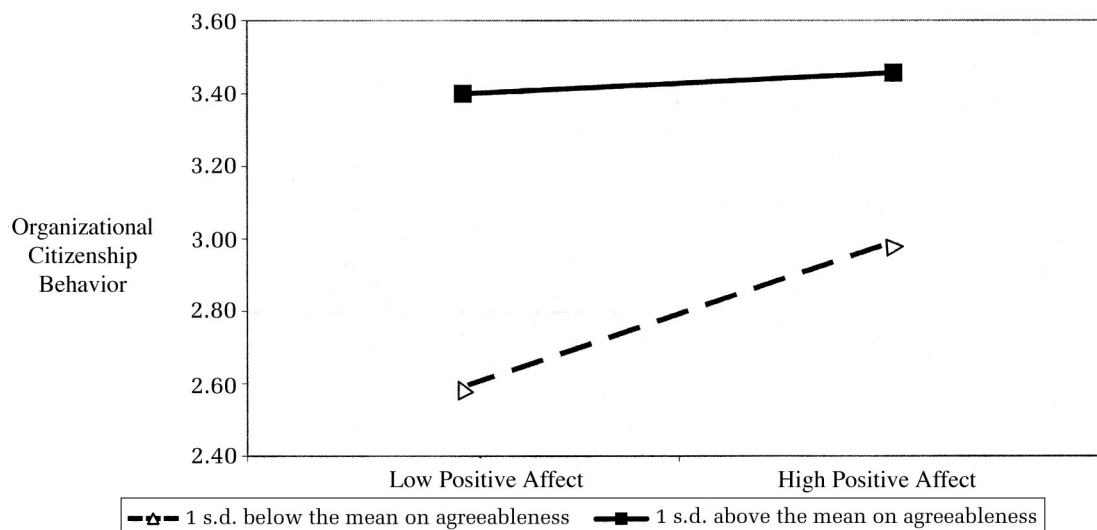
Figure 2 shows the cross-level moderating effect of agreeableness on the intraindividual relationship between individuals' daily positive affect and their daily reports of organizational citizenship behavior. This interaction indicates that not only do employees who score high on agreeableness report that they engage more often in organizational citizenship behaviors (as indicated by the moderately high correlation between agreeableness and average citizenship behavior ratings; see Table 1), but that these individuals also report a more consistent pattern of citizenship behaviors over time. That is, when agreeable employees are compared to those who score lower on agreeableness, the extent to which the agreeable employees engage in these behaviors is less dependent on their momentary positive affect, as predicted by Hypothesis 2a.

Additional Analyses

Though we focused on predicting citizenship behavior as a latent construct (LePine et al., 2002), our data did permit us to compute separate scores for individual-targeted organizational citizenship behaviors (OCBI) and organization-targeted organizational citizenship behaviors (OCBO).⁷ At the intraindividual level, positive affect predicted both OCBI and OCBO, but job satisfaction significantly predicted only OCBO, which suggests that satisfaction is more important for organization-targeted be-

⁷ These score were reliable, with $\bar{\alpha} = .88$ and $\bar{\alpha} = .94$ for OCBI and OCBO, respectively.

FIGURE 2
The Moderating Effect of Agreeableness on the Intraindividual Effect of Positive Affect on Organizational Citizenship Behaviors at Work



haviors. However, there were no differential cross-level moderator effects for the two subdimensions, in that agreeableness moderated the effects of positive affect on both OCBI and OCBO, but not the effects of job satisfaction on either dimension. (Conscientiousness did not moderate any effect.⁸)

DISCUSSION

Although research on organizational citizenship behavior has prospered since the introduction of the construct, to our knowledge, empirical investigations aimed at predicting citizenship behavior have concentrated exclusively on modeling between-individual relationships between citizenship behavior and its antecedents. Following Motowidlo and coauthors' (1997) episodic behavior conceptualization of contextual performance, we addressed a gap in the literature by examining citizenship behavior at the intraindividual level. The results revealed that a substantial portion of the variance in self-reported citizenship behavior was intraindividual and that positive affect and job satisfaction significantly predicted the within-individual variance in reported citizenship behavior. Importantly, as hypothesized, agreeableness had a cross-level moderating influence on the within-individual relationship between positive affect and citizenship behavior.

Implications for Theory

The current results have implications for theory on organizational citizenship behavior. According to Rioux and Penner (2001), three motives underlie citizenship behavior: prosocial values, organizational concern, and impression management. Of these, prosocial values are associated with higher levels of the altruism aspect of citizenship behavior, whereas organizational concern is associated with higher levels of the conscientiousness aspect of citizenship behavior. Rioux and Penner (2001) stressed a functional approach to citizenship behavior, whereby individuals engage in citizenship behavior because it allows them to fulfill certain needs. Applying this framework to the current study, the results for agreeableness would suggest

that individuals high in agreeableness engage in citizenship behavior because it fulfills a motive to be altruistic. Moreover, in keeping with Rioux and Penner, the significant interaction between agreeableness and positive affect would suggest that those high in agreeableness attempt to meet their altruistic needs by engaging in citizenship behavior, regardless of their transitory moods. In contrast, it seems that less agreeable individuals have weaker motives to act altruistically, and they engage in citizenship behaviors only when they are in a positive mood.

In addition to the implications for theory on motives for engaging in organizational citizenship behavior, the current study also suggests that theories on other organizational outcomes could be enriched by considering the influence of experiential states and their interactions with personal traits. Positive affect influences outcomes such as creativity (Isen et al., 1987) and cognitive motivation (expectancy motivation [Erez & Isen, 2002]; goal-setting motivation [Ilies & Judge, 2005]). Furthermore, in her "broaden-and-build" theory, Fredrickson (2001) posited that positive emotions broaden the relationship between thought and action, leading to increased novelty and exploration of ideas. On the basis of the results of the present study, we recommend that theoretical models of organizational outcomes such as those described above should incorporate multilevel predictions similar to those hypothesized in this paper.

Finally, this study has implications for Mischel and Shoda's (1995) cognitive-affective system. A central aspect of Mischel and Shoda's theory is that individuals differ in how they focus on and encode specific situational features. Importantly, these differences will be expressed as different patterns of information processing in a variety of different situations. Although behavioral personality traits do reflect relatively stable behavior patterns, variance in behavior over time always exists because the situational context changes. To the extent that individuals differ in their characteristic responses to situational cues, traits should predict parameters of intraindividual processing and behavior. Our results show not only that dispositional and situational constructs predict citizenship behavior reports (e.g., the main effects of agreeableness and positive affect), but also that agreeableness and positive affect interactively predict individuals' reports of citizenship behavior. This interactive effect suggests that momentary affect can be thought of as a "situation" (it is influenced by situations) that influences the degree to which individuals engage in citizenship behavior and that agreeableness influences individuals' characteristic responses to

⁸ In addition to the analyses separating individual- and organization-targeted citizenship behaviors, we explored whether participants' gender influenced the results, and whether the results were affected by selecting individuals high on agreeableness and conscientiousness via the self-selection mechanism. We found no evidence for gender or self-selection bias effects.

situational stimuli. In our study, those low in agreeableness tended to engage in citizenship behavior when their mood was positive, whereas individuals high in agreeableness were less attuned to the "situation" and engaged in citizenship behavior regardless of their momentary mood.

Implications for Practice and Future Research

This study has several important applications for practitioners. In particular, implications derived from studies that examine between-individual differences in citizenship behavior point to selecting highly agreeable individuals to enhance organizational citizenship behavior (e.g., Borman et al., 2001; Organ & Ryan, 1995). However, this may not be a feasible option for managers under all circumstances. The results of the current study suggest that managers may realize gains in citizenship behavior with low-agreeableness employees as well. Specifically, the cross-level moderating effect of agreeableness on the relationship between positive affect and reported citizenship behavior suggests that individuals low in agreeableness will tend to increase their citizenship behavior substantially when they are in a positive mood.

A question that arises, then, is how might positive affect be increased to facilitate citizenship behavior? In addition to noting the importance of simply treating employees with courtesy, dignity, and respect, Basch and Fisher (2000) described various workplace events that positively affect employee mood. Specifically, they suggested that goal achievement, receiving recognition, and involvement in challenging tasks may increase employee positive affect. To the extent that managers can influence these events, employees' positive affect should increase, and increased citizenship behavior may result. It follows that organizations for which citizenship behaviors are important can maximize the occurrence of these behaviors not only by selecting employees on the basis of agreeableness (which may not always be feasible or legitimate, as noted above), but also by taking actions that foster the experience of positive affect by employees.

Managers who are able to facilitate positive affect and, consequently, increase citizenship behaviors may enhance overall organizational functioning. One mechanism through which citizenship behavior may increase organizational functioning is social capital. According to Bolino, Turnley, and Bloodgood (2002), citizenship behavior plays an important role in the development of structural, relational, and cognitive aspects of social capital. However, the relationships between citizenship be-

haviors and social capital constructs such as network ties, trust, and shared language are likely to be reciprocal (Bolino et al., 2002). By focusing on precursors of citizenship behavior such as the experience of positive affect and job satisfaction, research can discover mechanisms for enhancing social capital and perhaps elucidate the directionality issue. Fredrickson's (2001) broaden-and-build theory, for example, specifies that through experiencing positive emotions, individuals build their intellectual and social skills by exploring novel ideas. Future theory-building endeavors should integrate Fredrickson's theory with theory on the formation of social capital, perhaps focusing on the transferences of positive emotions among employees working together (e.g., Hatfield, Cacioppo, & Rapson, 1994).

This study also has important implications for future research. First, research should address the moderating role of personality on the effects of affect on cognitive evaluations that influence choice and behavior. It is likely that affect influences evaluations more strongly when no strong dispositional force is influencing them. Although we examined the moderating role of traits on the relationships between states and desirable organizational behavior, future research could employ the opposite scenario to examine undesirable behaviors. For example, one could examine whether individuals high in neuroticism engage in deviant behaviors regardless of their momentary negative affect (individuals low in neuroticism may only engage in counterproductive behaviors when they experience negative states). Inherent in the notion of examining intraindividual fluctuations in behaviors is that there must be sufficient opportunity to engage in such behaviors. Consequently, future researchers also could incorporate opportunity as a potential variable of interest.

Limitations

This study is not without limitations. First, the sample was small, compared to other studies on organizational citizenship behavior; thus, our power for detecting between-individual effects was relatively low. For example, we believe that our small sample size, coupled with the moderately small population correlations between conscientiousness and citizenship behaviors (Organ & Ryan, 1995), is responsible for the nonsignificant correlation between these two constructs in our study. However, as noted in the introduction, we believe that the unique contribution of our study resides in capturing the episodic nature of citizenship behavior and predicting intraindividual fluctuations in

behavior with affect and job satisfaction. For these intraindividual analyses, our effective sample size was large (809 observations).

Second, all the constructs examined in this study were assessed with self-reported measures. Thus, another limitation is that the results may be inflated by same-source bias. However, the fact that not all correlations were substantial (conscientiousness, for example, though it was measured reliably [$\bar{\alpha} = .81$], correlated at only .08 and .07 with average reports of job satisfaction and citizenship behavior, respectively) suggests that same-source bias does not explain the between-individual associations between variables. With respect to the intraindividual analyses, we eliminated one typical source of common method variance—response tendencies that stem from personal characteristics and experiences—by centering the predictor scores at the individuals' means. Another possible source of common variance that causes concern in between-individual analyses, respondents' momentary mood, was modeled as a substantive predictor in this study and thus was a valid source of variance.

As in other studies (Fisher, 2003; Fuller et al., 2003; Ilies & Judge, 2002), same-source bias remains a concern when interpreting the intraindividual results of this study. However, considering the nature of our design, it seems likely that participants were better able to assess their citizenship behavior and experienced states than other raters who may not have sufficient observational opportunities (supervisors, peers) would have been. Nevertheless, future research that overcomes the methodological limitations associated with this study (by using trained observers, for example, or by videotaping participants' activities throughout the workday) could provide more accurate assessments of the relationships of interest. Until such investigations are conducted, we certainly hope that our study provides a starting point for studying patterns of organizational citizenship behaviors, and we believe that our effort contributes to the emerging literature on intraindividual relationships among events, experiences, and behaviors at work.

Conclusion

Despite the importance of intraindividual processing and of intraindividual variations in affect and behavior, research investigating within-individual processes at work is lacking. This study takes an important first step in examining how states and traits influence organizational citizenship behavior. Dynamic models like the one devel-

oped here allow researchers to clearly delineate intraindividual and interindividual effects and, consequently, have much to offer to organizational behavior research. Of special importance is the ability to examine cross-level moderation with hierarchical data. Specifically, we believe that studying the moderating effects of personal traits on intraindividual functioning at work will likely be a fruitful avenue for integrating trait theories of personality with conceptual models of situational influences on organizational behavior.

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