Title: Conceptualization and Operationalization of the Altruistic and Egoistic Continuum of OCB Motivations

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Abstract: This study proposed a continuum on OCB motivations, incorporating both altruistic motivators and egoistic motivators, which provided a holistic framework on OCB motivation study. The study used a quantitative research design and empirical data collected from hotel employees were used to validate the conceptual framework. The results suggested that although OCBs can be motivated by both altruistic and egoistic motivations, the strength of impacts is dependent on the targets of OCB and the closeness of relationships between employees and OCB targets. The study made significant contribution to research on OCB motivation and also has practical implications to the hotel industry.

Conceptualization and Operationalization of the Altruistic and Egoistic Continuum of OCB Motivations

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Abstract

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Key Words: OCB; Altruism; Egoism; Continuum

1. Introduction

Creating and maintaining customer satisfaction and loyalty is a major challenge facing the service industry. Customer satisfaction occurs when the service experience meets or exceeds the customers' expectations (Zeithaml, 1987), but a satisfying experience raises a customer's expectations, thus increasing the difficulty of satisfying the customer in the next service circumstance. This cycle holds true particularly when the competition is fierce and customers have strong bargaining power (Chen, 2006). Therefore, the creation of an excellent service experience often requires employees to surpass the job description and engage in organizational citizenship behavior (OCB) with customers. OCB refers to individual contributions in the workplace that exceed role requirements and contractually rewarded job achievements (Bateman and Organ, 1983; Smith et al., 1983). OCB is important because at

the organizational level, it enhances organizational effectiveness and fosters customer satisfaction (Organ, 1988), while at the individual employee level it indicates a high level of employee commitment and intention to stay (Ma et al., 2013).

Unfortunately, not all service employees are willing to go beyond the scope of their job description. Over the past three decades, researchers attempting to identify the factors that motivate employees' OCB have investigated demographic factors (Ford and Richardson, 1994), personality traits (Konovsky and Organ, 1996; Elanain, 2007), attitudinal factors (Bateman and Organ, 1983), and contextual factors (Chonko and Hunt, 2000; Baker et al., 2005) as to their relationship with employees' OCB. Researchers generally believe that OCB is complex, and can be influenced by organizational factors, social environmental factors, and personal traits. In recent years, OCB researchers have begun to integrate environmental or organizational factors and attitudinal or personal factors, to examine how those factors might jointly influence employees' OCB (e.g., Tan and Tan, 2008; Bowler and Brass, 2006).

Although investigators have considered many factors that might motivate employees' OCB, no agreement exists as to the holistic motivational mechanism of OCB. A fundamental debate is whether this type of behavior is altruistic or egoistic in nature. Although OCB was initially considered to be an altruistic behavior (e.g., Organ et al., 2006; Euwemaet al., 2007), as research attention increased OCB began to be regarded more as an egoistic behavior (Bolino and Turnley, 1999). Eastman (1994) suggested that similar behaviors can be motivated by very different factors, would this apply to the motivational mechanism of OCB? The purposes of this study are twofold: (1) to develop a theoretical model that describes the motivational mechanism of hotel employees' OCB, integrating the altruistic and egoistic motivations of OCB, and (2) to empirically test the theoretical model and the relationships among the constructs in the context of hotels in China.

2. Literature review

2.1. The concept and dimensionality of OCB

OCB was first defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p.4). This definition implies that although OCB is important for the successful functioning of the organization, it is not an enforceable requirement and is not rewarded in the formal reward system.

Perspectives on the dimensionality of OCB have gone through considerable development. Although researchers hold different views regarding the dimensionality of OCB, they generally agree that OCB is a multidimensional construct (e.g., Graham, l989; Moorman and Blakely, 1995; Organ, 1988; Podsakoff et al., 1990; LePine et al., 2002). In categorizing the dimensions of OCB, researchers follow two distinct approaches: by the nature of OCB and by the target of OCB (Ma and Qu, 2011). The most widely accepted approach to the nature of OCB is the five-dimension framework in which OCB behaviors are further categorized into altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988). However, applications of this framework in other disciplines and cultures often exhibit variations in the dimensions (e.g., George and Brief, 1992; Graham, 1989).

The second approach categorizes OCB dimensions on the basis of the targets of OCB (Smith et al., 1983). In a first modification, OCB behaviors were further categorized into OCB-O, which refers to OCB that benefits the organization in general, and OCB-I, which refers to OCB relating primarily to individuals (employees) within the organization (Williams and Anderson, 1991). Service-oriented OCB has also been proposed for the service industry (Bettencourt and Brown, 1997). Subsequent investigators proposed a holistic framework of OCB of three dimensions distinguished by the targets of OCB, namely OCB-O, OCB-I and OCB-C, in which C represents customers (Ma and Qu, 2010). This framework was specifically designed for the hotel industry and reveals more consistent dimensions when

applied in cross-cultural studies (Ma et al., 2013). In addition, this study looks into both egoistic and altruistic motivators of OCN, which may be target specific. Considering these factors, the three-dimensional framework of OCB will be used in this study.

2.1. *Motivations of OCB and the proposition of the Altruistic-Egoistic Framework*

OCB has become a popular research topic over the past few decades, and many studies have focused on identifying the antecedents of OCB (Coyne and Ong, 2007). Examples of previously identified antecedents of OCB include job satisfaction (Organ and Lingl, 1995; Smith et al., 1983), leader support (Smith et al., 1983), and organizational commitment (O'Reilly and Chatman, 1986; Williams and Anderson, 1991). In addition, certain personality traits seem to be related to OCB. For example, among the Big Five personality dimensions, conscientiousness was identified as the best predictor of OCB (e.g., Tan and Tan, 2008). This was partly determined by the multi-dimensional nature of OCB with certain sets of antecedents more prominent for certain dimension of OCB.

In attempting to answer the fundamental question of why employees engage in OCB, there is a debate on whether OCB is Egoistic or Altruistic in nature. When OCB was first introduced, it seems to be an altruistic-type of behaviour that purely for the benefit of others (e.g. Batson, 1998). However, as researchers uncover more antecedents, the motivational mechanism of OCB seemed to be more complicated. Some researchers suggested that OCBs may be motivated by more egoistic, self-centered concerns (e.g., Cialdini et al., 1997; Dovidio, Piliavin, Gaertner, Schroeder, & Clark, 1991). For example, Bolino and Turnley (1999) found that employees may use OCB a mean of impression management, which is self-serving in nature. Eisenberger et al. (1986) and Ma and Qu (2011) suggested OCBs are motivated by social exchanges among people in the workplace. Although differ from the

traditional economic exchange perspective, social exchanges also involves unspecified future returns.

In addition, theories and approaches used in explaining OCB motivation seem to be distinct and isolated from each other. There is a lack of a sound holistic framework on OCB motivations. Eastman (1994) suggested that similar behaviors may stem from different motives, and "OCB, like most human behavior, is caused by multiple and overlapping motives" (Organ, 2006, p 7). Auguste Comte (1798-1857) suggested that individual can have two distinct motives, altruism and egoism. *Altruism* refers to an individual's moral obligation to help, serve, or benefit others, and necessary at the sacrifice of self-interest, whereas *Egoism* refers to individual is stimulated by seeking reward and avoiding punishment (Batson, 1987). Altruism calls for living for the sake of others while egoistic is the opposite. People may hold different beliefs and values in their work and life, but the key in distinguishing egoistic motivation and altruistic motivation is whether the ultimate goal is self-serving. Thus, when certain behaviour is motivated by serving self-interest, it is egoistic; when it is for others' welfare, it is altruistic. From this perspective, several previously identified motivations, such as impression management (e.g., Bolino and Turnley, 1999) and social exchange (e.g., Eisenberger et al., 1986), can be classified as egoistic motivations (Yuan, 2006). Impression management is considered as egoistic motivation because its ultimate goal is to build or rebuild self-image (Rioux and Penner, 2001). Social exchange also involves unspecified future returns (Blau, 1986). Both motivations have self-serving purposes and are therefore considered to be egoistic motivations. Certain personal traits, such as empathy (Batson, 1987) and contentiousness, can be categorized as altruistic motivations. Empathy is other oriented emotional responses which is altruistic in nature (Yuan, 2006). While being conscientiousness includes being dependable, responsible, achievement-oriented, and persistent (Barrick and Mount, 1993).

The variations in OCB motivations have fostered substantial debate over whether OCB is altruistically or egoistically motivated behaviour (e.g., Batson et al., 1997; Piliavin & Charng, 1990). In addition, one may argue that degree of egoism differs between impression management motivation and social exchange motivation. Impression management would be a much stronger egoistic motivator compared to social exchanges. In addition, social exchanges with leaders, co-workers and customers may also differ in their level of egoism. We propose that a continuum of egoistic and altruistic would be more appropriate to explain employees' OCB motivation. Impression management would be considered highly egoistic in nature while social exchanges are less egoistic. In a similar vein, empathy is more altruistic in nature than contentiousness. The continuum of egoistic and altruistic motivators of OCB is shown in Figure 1. Further, researchers found that certain motivations of OCB are target specific (Ma & Qu, 2011). For example, co-worker exchange was a significant motivator for employees' OCB-I but not for OCB-O and OCB-C. We argue that the altruistic and egoistic motivators of OCB would also impact different types of OCB differently. Details will be discussed in the following section.

Please Insert Figure 1 Here

2.2. Egoistic motivations and OCB

2.2.1. Impression management and OCB

People have an ongoing interest in how other people perceive and evaluate them. Impression management refers to the process by which individuals attempt to control the impressions that others have of them (Leary and Kowalshi, 1990; Rosenfeld et al., 1995). Individuals are more likely to engage in impression management activities when they perceive that (1) impressions are relevant to their goals, (2) the goals are desirable, and (3) a discrepancy exists between desired and current images (Leary and Kowalshi, 1990).

Researchers have found that individuals rely on five tactics for impression management (Bolino and Turnely, 1999). These tactics include: (1) ingratiation, or doing favors and using flattery in order to be seen positively by the target; (2) self-promotion, which entails emphasizing one's accomplishments and disregarding one's failures in order to be seen as competent; (3) exemplification, which could be described as going above and beyond what is expected so as to be seen as dedicated; (4) intimidation, or showing the potential ability to punish in order to be seen as a threat; and (5) supplication, which involves promoting one's weaknesses in order to be seen as needy.

As supervisors and co-workers are two groups of people that hotel employees interact with, making good impressions with these groups is important and may lead to benefits such as a favorable image, a superior performance evaluation, and promotion opportunities. Therefore, employees are likely to engage in impression management through OCB. This reasoning leads to the following hypotheses:

H_1. A significant positive relationship exists between employees' impression management and organizational citizenship behavior toward the organization (OCB-O).

H_2. A significant positive relationship exists between employees' impression management and organizational citizenship behavior toward co-workers (OCB-I).

2.1.2. Social exchanges and OCB

Social exchanges are defined as voluntary actions of individuals who are motivated by the returns they expect from others (Blau, 1986). That is, social exchange generates an expectation of some future return for contributions, but unlike economic exchange, the exact nature of that return is unspecified. Furthermore, social exchange does not occur on a quid pro quo or calculated basis, but is based on individuals' trust that the other side of the exchanges will fairly fulfill its obligations in the long run (Holmes, 1981).

Social exchanges in the workplace have been shown to be important motivators for OCB (e.g., Ma and Qu, 2011; Ilieset al., 2007). Leaders or employers using the social exchange approach seek a long-term relationship with employees and therefore show concern about employees' wellbeing. Additionally, employees who are treated with respect and care would be more likely to engage in OCB (Cho and Johanson, 2008). When high-quality social exchanges happen between leaders and subordinates, subordinates perceive an obligation to reciprocate (Blau, 1986; Gouldner, 1960), and one way to reciprocate is by extending their roles beyond normal role requirements and performing OCB (Hofmann et al., 2003). By engaging in OCB, subordinates in high-quality leader–member exchange relationships "pay-back" their leaders (Liden et al., 1997; Settoon et al., 1996).

Similarly, an employee receiving support and help from a co-worker would be under pressure to give back to that co-worker by helping with his/her job or by performing other types of OCB toward that co-worker (OCB-I) (Ilies et al., 2007; Rhodes and Eisenberger, 2002; Ma and Qu, 2011).

Recent research has provided more support for treating the interaction between customers and employees as a social exchange process, particularly in the service context (e.g., Lawler, 2001; Sierra and McQuitty, 2005; Ma and Qu, 2011). From this perspective, customers are no longer merely recipients of employees' service but are actively involved in it. Customers' politeness and positive attitude to employees can influence a hotel employee's service performance, which in turn forms the basis for employees' OCB-C (Ma and Qu, 2011). Interestingly, employees are expected to perform OCB toward the source of social exchanges owing to the strong reciprocal pressure from the sources of treatment (Scott, 2007). Therefore,

H$_3$. A significant positive relationship exists between leader–member exchange and employees' organizational citizenship behavior toward the organization (OCB-O).

H₄. A significant positive relationship exists between co-worker exchange and employees' organizational citizenship behavior toward co-workers (OCB-I).

H₅. A significant positive relationship exists between customer–employee exchange and employees' organizational citizenship behavior toward customers (OCB-C).

2.3. Altruistic motivations and OCB

2.3.1. Empathy and OCB

Empathy is the key construct in the altruistic motivation of OCB (Yuan, 2006). Empathy is a "more other-oriented, emotional response elicited by and congruent with the perceived welfare of someone else" (Batson, 1987, p. 93), and is reflected through feeling sympathetic, compassionate, warm, soft-hearted and tender. Perspective-taking is the major predictor of empathy (Yuan, 2006), since by taking the other person's perspective, one is more likely to develop empathetic feelings for that person. According to the empathy-altruism hypothesis, empathic concern is associated with an affective focus on the person in need (rather than on oneself), and therefore promotes truly selfless motivation to provide help (Bateson, 1998).

Ladd and Henry (2000) proposed that empathy is positively related to employees' OCB toward individuals. Empirical evidence also confirmed that empathy can lead to helping behaviors reflected in the altruism dimension of OCB (e.g., Eisenberg and Miller, 1987). McNeely and Meglino (1994) found that empathy is positively related to OCB-I, but not to OCB-O. However, they did not separate the individuals from organizational members and customers. Coincidently, one dimension of service quality is also termed empathy, and is defined as the ability to provide the customer with caring and individualized attention (Parasuraman et al., 1985). An employee with a high level of empathy is more likely to engage in OCB toward customers and co-workers, leading to the following hypotheses:

H[6]. A significant positive relationship exists between employees' empathy and organizational citizenship behavior toward co-workers (OCB-I).

H[7]. A significant positive relationship exists between employees' empathy and organizational citizenship behavior toward customers (OCB-C).

2.3.2. Conscientiousness and OCB

Personality refers to individuals' patterns of thought, emotion, and behavior that are relatively stable over time (Costa and McCrae, 1995). Empirical evidence shows that personality affects individuals' performance on the job (e.g., Barrick and Mount, 1991; Caldwell and Burger, 1998), and that it is good predictor for contextual performance such as OCB (e.g., Borman and Motowidlo, 1993; Morgeson et al., 2005). Of the many personality models, the most widely accepted is the Big Five model, which sets out five dimensions of personality: extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience (Digman, 1990).

Among the five dimensions of personality, researchers have consistently found that conscientiousness is the strongest predictor for employees' OCB (e.g. Hogan and Holland, 2003; Organ and Ryan, 1995). Conscientiousness includes being dependable, responsible, achievement-oriented, and persistent (Barrick and Mount, 1993). Conscientiousness is positively related to employees' OCB-O as well as OCB-I, and accounts for unique variance in OCB targeted at co-workers (Ladd and Henry, 2000). This effect may occur because highly conscientious people are more achievement-oriented, and therefore have a strong tendency to exceed their job requirements and engage in OCB in order to do a job well. Owing to the unique nature of the hotel setting, customer satisfaction is the most important goal that employees should try to accomplish through services. Therefore, a conscientious

employee would be expected to engage in more citizenship behavior toward customers (OCB-C). The following hypotheses are proposed:

H_8. A significant positive relationship exists between employees' conscientiousness and organizational citizenship behavior toward the organization (OCB-O).

H_9. A significant positive relationship exists between employees' conscientiousness and organizational citizenship behavior toward customers (OCB-C).

The literature review leads to the proposal of a conceptual model on the motivational mechanism of OCB that includes both the egoistic motivators and altruistic motivators (Figure 2). Egoistic motivations include social exchange and impression management, while altruistic motivations include empathy and conscientiousness. The model relies on the three-dimensional framework of OCB consisting of OCB-O, OCB-I, and OCB-C, and the conceptual framework proposes the relationships among the motivators and different types of OCB.

Please Insert Figure 2 Here

3. Methods

3.1. Measurements

A questionnaire consisting of three sections was developed from instruments in the literature. Section I was designed to collect information on employees' altruistic and egoistic motivations. Conscientiousness was measured using four items from Saucier (1994); empathy was measured using three items from Bettencourt et al. (2001); empowerment was measured using three items from Spreitzer (1997); and impression management was measured using three items from Rioux and Penner (2001). Leader–member exchange was measured using six items from Graen and Uhl-Bien (1995); co-worker exchange was measured using six

items from Ladd and Henry (2000); and customer–employee exchange was measured using five items from Eisenberger et al. (1986) and Ladd and Henry (2000). Section II was designed to collect information on hotel employees' OCB performance. OCB-O and OCB-I were measured using twelve items adapted from William and Anderson (1991). OCB-C was measured using eight items from Ma and Qu (2011). For these two sections, respondents were asked to rate their perception of the item statements on a seven-point Likert-type scale (where 1=strongly disagree and 7=strongly agree). Section III collected employees' demographic and work-related information.

3.2. Data collection and data analysis

Data were collected in China using convenient sampling. A total of ten hotels participated in the study, including five hotels in Beijing and five in Guangzhou. All ten hotels are full-service hotels with a star rating of four or five. In all, 630 questionnaires were distributed and 398 valid responses were received and used for the final data analysis, representing a valid response rate of 63%.

To better understand hotel employees' demographic profile and their work-related information, descriptive analysis was performed using SPSS 21.0. Structural equation modeling (SEM) using AMOS was performed to uncover the relationships among the constructs.

4. Findings

4.1. Profile of the respondents

Table 1 offers a profile of respondents. Employees participating in the survey covered most of the frontline positions, with the majority (30.2%) representing the housekeeping department. In terms of position level, 51.6% of the employees were in entry-level positions

and 48.4% were working at the supervisory level. Most employees (79.6%) were contract employees and only 16.6% were permanent employees. Further, 32.4% of the employees had worked in their current hotel for less than 1 year, 32.7% had been with their current hotel for 1-3 years, and about 33.4% had been with their current hotel for more than 4 years.

Of the respondents,, 66.1% were females. More than half of the employees (57.5%) were between 19–29 years and 22.4% of the employees were between 30–39 years. About 27.1% of the employees had a university qualification and about 26.6% had received college education. In terms of annual income, 25.4% of the employees earned less than ¥10,000, with 20.4% having an annual income of ¥10,000–¥29,999 and 35.4% having an income of ¥30,000-¥49,999. Only 17.6% of the employees' had an annual income over ¥50,000.

Please Insert Table 1 Here

4.2. Model Fit

SEM was performed using AMOS 21. The structural model was evaluated using a series of fit indices. The absolute fit indices included the χ^2 test, root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR). The incremental fit indices included the comparative fit index (CFI) and the incremental fit index (IFI).

The absolute fit indices are direct measures of the fitness of a model, as they provide information on the extent to which the model as a whole provides an acceptable fit to the data (Reisinger and Turner, 1999). The χ^2 tests whether a relationship exists between two measures. In SEM, the lower the χ^2 value, the more representative the model is of the data. The recommended level for the normed χ^2 parsimony index is between 1.0 and 5.0. The RMSEA is used to correct for the tendency of the χ^2 test to reject models with large samples or a large number of observed variables. A value of less than 0.05 indicates good fit; a value

from 0.05 to 0.08 indicates a reasonable fit; values between 0.08 and 0.10 indicate a mediocre fit, and a value larger than 0.10 indicate poor fit (Hair et al., 2006). RMR represents the average amount of variance and covariance not accounted for by the model. A better fit model should have an RMR value that is close to zero. A standardized RMR value of 0.10 or lower indicates good fit (Hair et al., 2006).

The incremental fit indices assess the incremental fit of the model compared with a null model (Reisinger and Turner, 1999). A CFI value of 0.90 or above is considered good; $CFI > 0.93$ is better, and $CFI > 0.95$ is great (Brentler, 1990). These fit indices suggest that the overall fit of the measurement model is reasonably good. Table 2 summarizes the fit indices as well as the cutting values of the fit indices as recommended by previous researchers (e.g., Hair et al., 2006; Kline, 2005).

Please Insert Table 2 Here

The factor loadings of the five constructs range from .51 to .92, which means that the indicators captured a large percentage of the variance in each construct. The composite reliability (CR) values and the variance extracted estimate (AVE) values were also calculated and are shown in Table 3. The CR values of the five constructs ranged from .74 to .93 and the AVE values ranged from .44 to .70, all exceeding the threshold values (Fornell and Larcker, 1981; Goldstain and Bagozzi, 1991). In addition, the Cronbach's alphas of the latent constructs ranged from .646 to .896, indicating a good reliability of the measurements (Nunnally and Bernstein, 1994).

Please Insert Table 3 Here

4.3. Hypotheses testing

With the overall fit of the structural model achieved, each individual parameter/path was analyzed and H1 to H9 were tested by evaluating the relationships between the exogenous and endogenous variables. Both the signs and the magnitudes of the parameters

were examined. Table 4 presents the standardized coefficients and t-values of the paths in the model. The signs indicate positive or negative relationships between two latent variables and the t-values indicate if the path coefficients are statistically significant.

As Table 4 shows (also in Figure 3), eight of the nine paths were statistically significant ($p < .01$). For egoistic motivations, the coefficient between impression management and OCB-O was .435, suggesting a positive strong relationship between the two variables. The coefficient between impression management and OCB-I was .266, suggesting a positive medium relationship between the two variables. The coefficient between leader–member exchange and OCB-O was .191, suggesting a positive medium relationship between the two. The coefficient between co-worker exchange and OCB-I was .257, suggesting a positive medium relationship between the two. The coefficient between customer–employee exchange and OCB-C was .418, suggesting a positive strong relationship between the two variables. In summary, all six relationships motivated by egoistic motivators are significant and therefore, H1–H5 were supported.

When discussing the strength of the relationships linking with the continuum, impression management was a much stronger impact on employees' OCB-O than OCB-I. This is because from employees' perspective, impression management effort would make more sense in front to leaders/supervisors (represent organizations) than co-workers. In terms of the relationships between social exchanges and OCBs, customer-employee exchange has the strongest relationship compared with the other two types of social exchanges and OCBs. Customer-employee exchange is considered as a less egoistic motivation in the continuum. Therefore, employees are not expecting to receive the same level of benefits from customers as from co-workers or organizations. However, when treated due to the service intensive nature of the hotel job and the insuperability of the service process, when customers treat

employees with respect and positive social exchanges occur, it will foster a greater impact on employees to exhibit reciprocal OCB to customers.

For altruistic motivations, the coefficient between empathy and OCB-I was .530, suggesting a positive strong relationship between the two variables. The coefficient between empathy and OCB-C was .403, suggesting a positive strong relationship between the two variables. The coefficient between conscientiousness and OCB-O was .310, suggesting a positive medium relationship between the two and the coefficient between conscientiousness and OCB-C was not significant. In summary, three of the four relationships motivated by altruistic motivators were supported, and therefore H6–H8 were supported.

When discussing the strength of the relationships linking with the continuum, empathy had a stronger impact on employees' OCB-I than OCB-C. This may due to that the levels of helping behaviours (one important form of OCB) would increase with increasing relational closeness (e.g., Burnstein et al., 1994; Neyer & Lang, 2003). Empathy is often experienced most powerfully for members of one's immediate family and groups (e.g., Aron et al., 1991). Compared to customers, employees have a much closer relationship with their co-workers, which forms of the basis for higher level of empathic concerns. This may suggest that empathic concern might be especially likely to promote OCBs in close relationships. In a similar vein, contentiousness was a significant predictor for employees' OCB-O but not for OCB-C. Being contentious is more likely to generate employees' OCB to organizations rather than to customers. In another word, empathy is a more sensitive motivator for OCB-C as compared to contentiousness.

<div align="center">***Please Insert Table 4 Here***</div>

<div align="center">***Please Insert Figure 3 Here***</div>

5. Discussion of Contributions

5.1. Theoretical Discussion & Contribution

The complexity of OCB motivations has fostered a debate over whether OCB is genuinely altruistic or egoistic (e.g., Batson et al., 1997).This study makes a significant theoretical contribution in that it proposed and empirically tested multiple OCB motivations under the Altruistic and Egoistic Continuum. Disagreements on the motivational mechanisms of OCB have persisted since the introduction of the OCB concept, and social exchanges, impression management, and personality traits have all been investigated as motivators for OCB. However, researchers remain uncertain as to which motivator provides the fundamental motivation of OCB, or whether OCB is jointly motivated by a set of motivators.

This study incorporated previously identified motivations of OCB into a larger framework by applying the theory of altruistic and egoistic motivation. In this study context, two types of egoistic motivations of OCB, social exchanges and impression management, and two types of altruistic motivations, conscientiousness and empathy, were tested. The results supported all three types of social exchanges as significant motivators for the three types of OCBs. Impression management was supported as a significant motivator for both OCB-O and OCB-I. For altruistic motivations, the results support empathy was a strong and significant motivator for OCB-I and OCB-C. Contentiousness was supported as a significant motivator for OCB-O but not for OCB-C.

Rather than treating the altruistic and egoistic motivations of OCB as a debate, this study proposed a continuum incorporating multiple altruistic and egoistic motivations. In the proposed framework (Figure 1), empathy was considered as highly altruistic in nature compared with conscientiousness; impression management was considered as highly egoistic in nature compared with social exchanges. Three types of social exchanges also varied in their position at the altruistic-egoistic continuum. This is because that different motivations work differently within different relationship contexts (e.g., Reis et al., 2000). The results support that OCBs can be motivated by both altruistic and egoistic motivations depending on

the targets of OCBs. The strength of the relationships is influenced by the closeness of relationship between employees and the targets of OCBs. This finding is also consistent with previous researchers' assumptions that OCB is triggered by complex motivations that can be wither altruistic or egoistic (e.g., Tan and Tan, 2008; Bowler and Brass, 2006).

5.2.   Empirical Discussion

The results of the study can be used by hotel managers to better understand the motivational mechanism of hotel employees' OCB. The study's findings suggest that OCB is motivated by various factors, including social exchanges with workplace reference groups (leaders, co-workers, and customers), personality traits (conscientiousness and empathy), and employees' awareness of the potential effects of impression management. The following practical recommendations could be useful for managers in facilitating employees' OCB and improving organizational effectiveness.

Managers should facilitate positive social exchanges in the hotel and initiate the practice by showing respect to their employees and being supportive in the social exchange processes. When employees perceive fair treatment and care from their leaders, they are more likely to go beyond their job requirement when necessary. As the study's results show that co-worker exchange and customer–employee exchange are important motivators for hotel employees' OCB-I, hotel managers should create a friendly and cooperative working environment, so that helping each other can become a common practice in the organization. Teamwork should be encouraged to create hotel customers' satisfaction, and hotel managers should also empower employees with sufficient autonomy to help them exceed their job requirements.

As customer–employee exchange and conscientiousness are important motivators for hotel employees' OCB-C, hotel managers should treat their employees well so they can take

care of the customers, whose mood and attitude will also influence employees' performance. Receiving exceptional service will make a customer happy, and a happy customer would express more positive feelings to the employees, motivating employees to engage in more OCB. Further, if an employee were to be treated badly by a customer, the hotel manager should back up the employee to lessen the likelihood that the negative mood and experience will influence the next service encounter.

The findings also suggest that conscientiousness is positively related to employees' OCB-O and OCB-C, and results show that empathy is a significant indicator for OCB-I. In recruiting employees, managers should carefully evaluate and consider individual differences and try to identify and select employees who are conscientious and understanding and have a genuine desire to care for others. The findings also suggested that some employees use OCB as a mean of impression management. Managers should provide constructive feedback regarding the desired performance and encourage the employees to engage more in OCB directed towards the organization.

6. Conclusions and future research

This study integrates previously identified altruistic and egoistic motivations of OCB, and findings show that OCB is a complex phenomenon that depends on both altruistic and egoistic motivators. This study adopted a cross-sectional research design and did not test the long term effects of these motivations. This study suggests that OCB can be motivated by both egoistic and altruistic motivations in a cross-sectional context. Previous study on giving behaviour suggested that altruistic motivations for giving seem to be more predictive of sustained giving than egoistic motivations (Piferi et al., 2006). Future study may compare the persistency of altruistic and egoistic motivations over time. This leaves an interesting avenue for future research. In addition, the simultaneous presence of altruistic and egoistic

motivations may suggest an existence of moderating effects. Future studies aiming to uncover

moderators in the proposed relationships are strongly encouraged. For example, future studies

might consider testing the propositions in other cultures to see whether culture moderates the

proposed relationships. Future research might also analyze whether employees of different

demographic characteristics, such as gender and age, would have different motivational

mechanisms for OCB performance.

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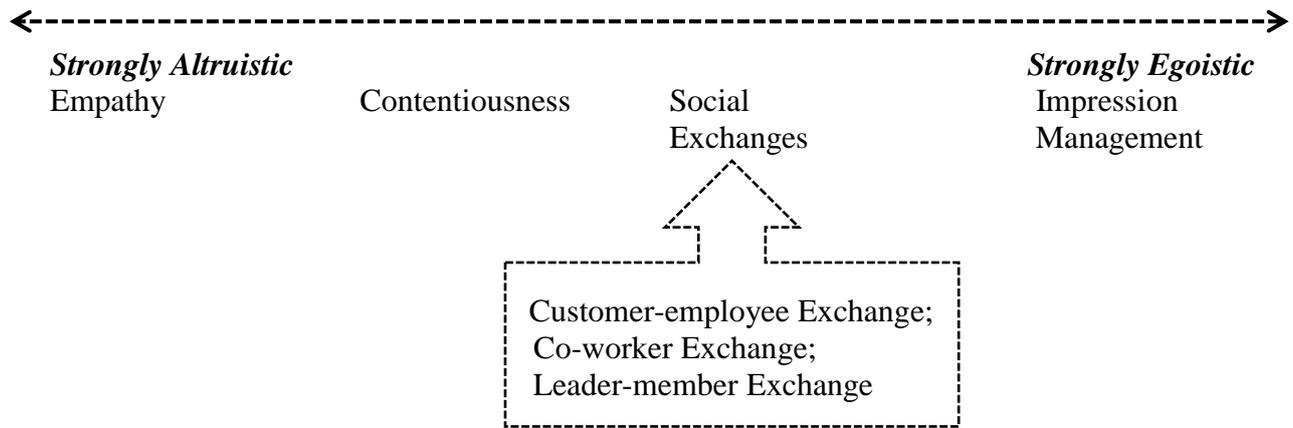
Figure

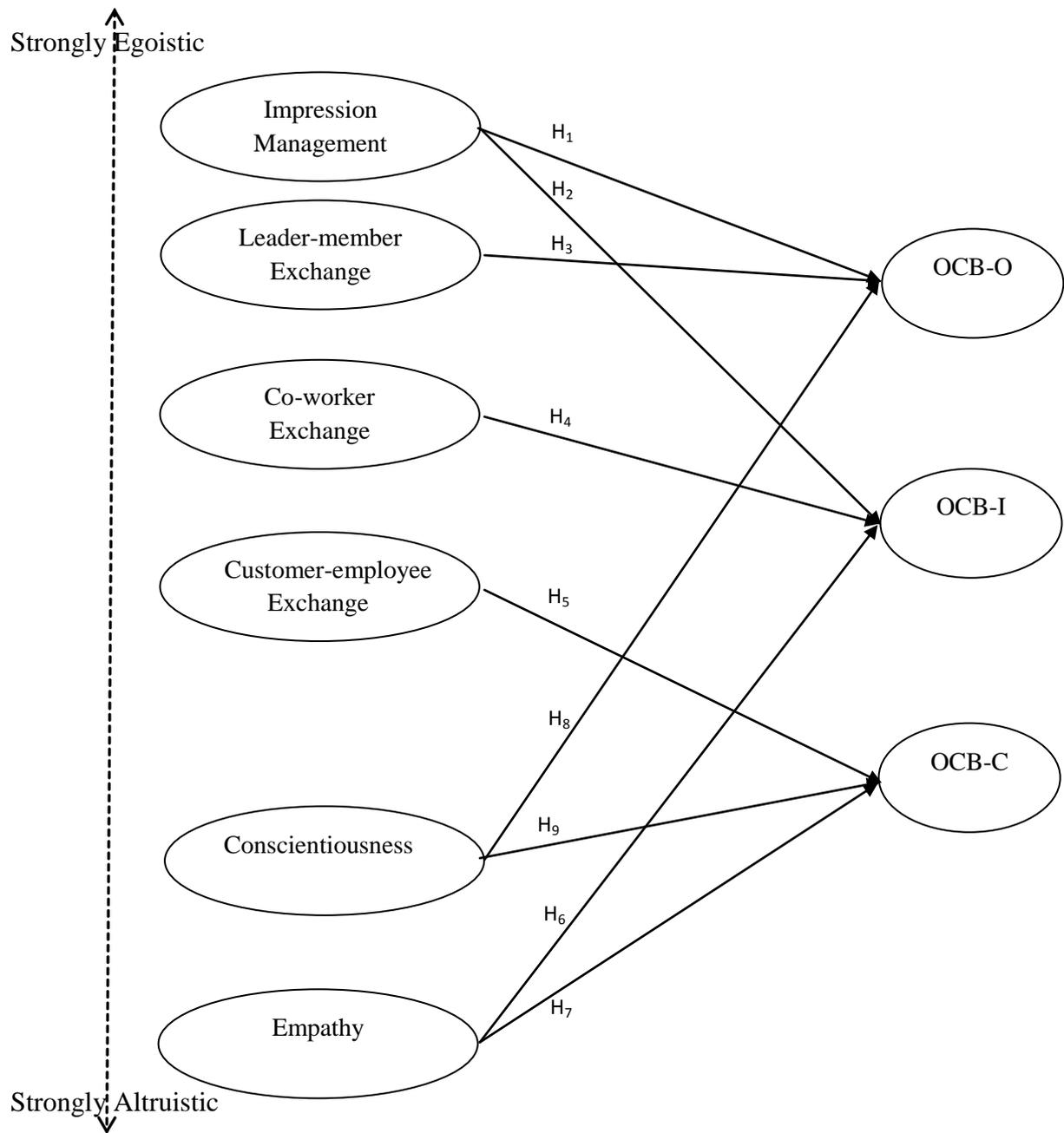Fig. 1 The Altruistic-egoistic Continuum of OCB Motivation

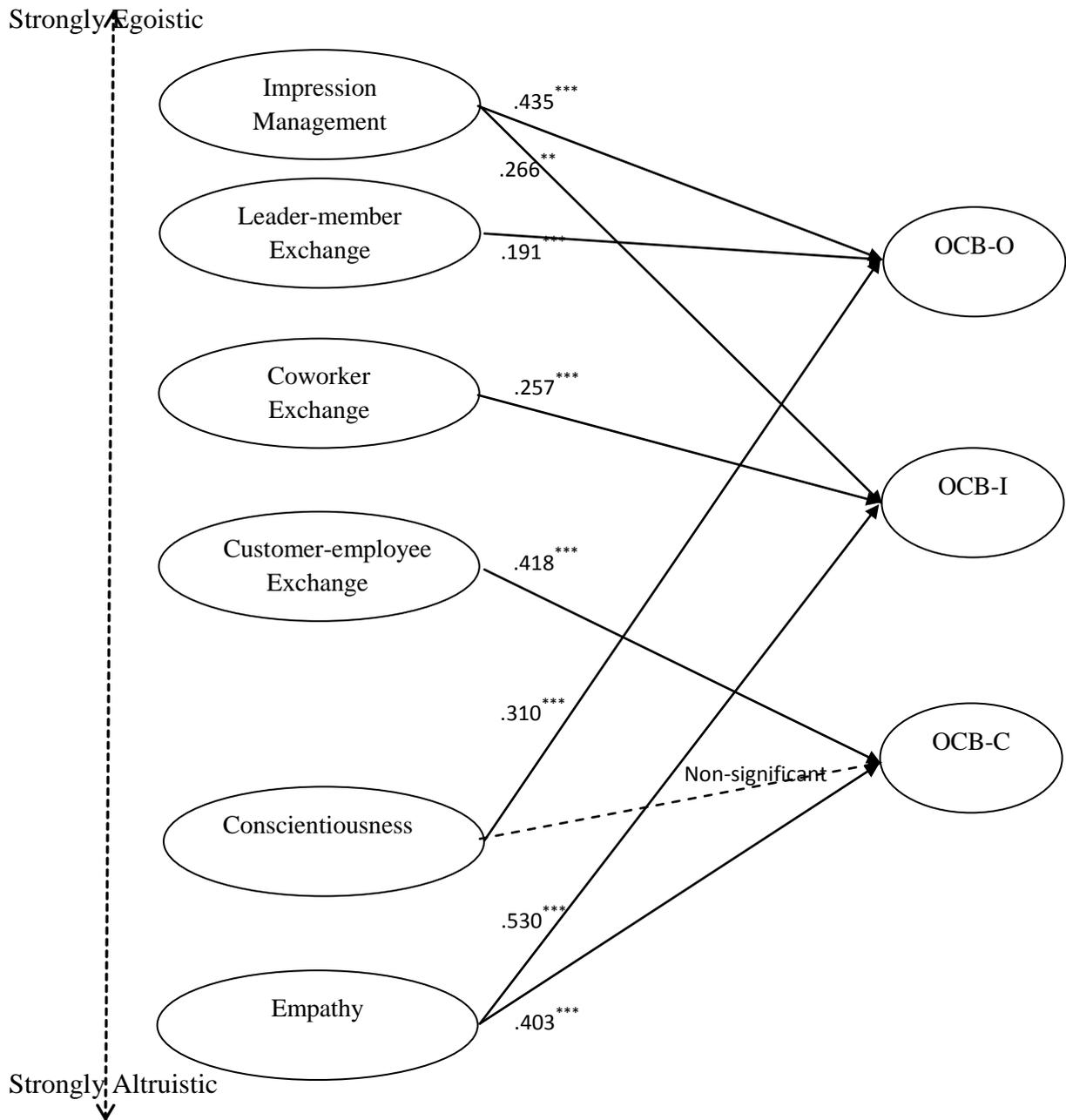Fig. 2 Conceptual framework of the study

Fig. 3 Testing of the hypotheses

Note: ** Significant at $p < .01$; *** Significant at $p < .001$.

Table 1

Descriptive profile of the respondents (N=398)

Demographic characteristic	Frequency (%)	Work-related characteristics	Frequency (%)
Gender		**Position level**	
Male	122 (30.7)	Entry level	210 (51.6)
Female	263 (66.1)	Supervisory	197 (48.4)
Age		**Employment Type**	
18–29	229 (57.5)	Permanent employee	66 (16.6)
30–39	89 (22.4)	Contract employee	317 (79.6)
40–49	61 (15.3)		
≥50	13 (3.3)		
Education		**Length of Stay**	
Less than high school	52 (13.1)	Less than 1 year	129 (32.4)
High school	126 (31.7)	1 – 3 years	130 (32.7)
2-year college	106 (26.6)	4 – 6 years	56 (14.1)
4-year college	94 (23.6)	7-10 years	20 (5.0)
Graduate school	14 (3.5)	More than 10 years	57 (14.3)
Annual Income		**Department**	
Less than ¥10,000	101 (25.4)	Front Desk	40 (10.1)
¥10,000 – ¥29,999	81 (20.4)	Housekeeping	120 (30.2)
¥30,000 -–¥49,999	141 (35.4)	Food & Beverage	53 (13.3)
¥50,000 –¥69,999	47 (11.8)	Human Resource	42 (10.6)
¥70,000 –¥89,999	23 (5.8)	Sales & Marketing	28 (7.0)
≥¥90,000		Finance & Accounting	26 (6.5)
		Engineering	22 (5.5)
		Others	9 (2.3)

Table 2

Fit indices of the structural model

χ² with df	Structural model χ² =1694.032 (*p=0.000*) df=961	Cutting value
χ²/df	1.763	1.0-5.0
RMSEA	0.044	<.10
SRMR	0.071	<.10
CFI	0.930	≥.90
IFI	0.931	≥.90

Table 3

Reliability, CR and AVE values of the measurements

Constructs and indicators	Loading	*t*-Value	CR	AVE
Conscientiousness α=.799			0.78	0.47
I am a very organized person.	0.63	15.49		
I am a very efficient person.	0.71	19.62		
I am a very systematic person.	0.68	18.76		
I am a very practical person.	0.73	20.44		
Empathy α=.744			0.77	0.54
I try to understand my friends better from their perspective.	0.62	16.80		
Seeing warm, emotional scenes makes me teary-eyed.	0.72	20.51		
I am a very soft-hearted person.	0.84	24.71		
Impression management α=.646			0.74	0.51
I think it is important to avoid looking bad in front of others.	0.92	27.90		
I think it is important to look better than my coworkers.	0.74	21.42		
I am afraid to appear irresponsible.	0.37	9.73		
Leader–member exchange α=.891			0.92	0.65
My immediate supervisor understands the problems associated with my position.	0.83	27.12		
My immediate supervisor knows my potential.	0.85	28.07		
My immediate supervisor will use authority to help me solve work problems.	0.68	20.31		
My immediate supervisor would protect me if needed.	0.80	25.48		
I have a good working relationship with my immediate supervisor.	0.84	27.59		
I know how satisfied my immediate supervisor is with my performance.	0.83	27.09		
Co-worker exchange α=.896			0.93	0.70
My co-workers support my goals and values at work.	0.80	25.63		
My co-workers will help me when I have a problem.	0.83	27.07		
My co-workers really care about my well-being.	0.83	27.17		
My co-workers are willing to assist me to perform better.	0.90	30.66		
My co-workers care about my opinions.	0.87	28.91		
My co-workers will compliment my accomplishments at work.	0.80	25.51		
Customer–employee exchange α=.847			0.87	0.58
Most of our guests are polite.	0.70	20.80		
I feel that my services are appreciated by our guests.	0.78	22.37		
I rarely receive complaints from our guests.	0.49	13.43		
I feel our guests are satisfied with the services provided by our hotel.	0.90	30.32		
I feel our guests are happy to stay in our hotel.	0.88	29.51		
OCB-O α=.765			0.85	0.44
I will give advanced notice if I cannot come to work.	0.57	16.33		
My attendance at work is above the required level.	0.64	13.60		
I follow informal rules in order to maintain order.	0.51	11.57		
I protect our hotel's property.	0.81	15.79		
I say good things about our hotel when talking with outsiders.	0.85	16.22		
I promote the hotel's products and services actively.	0.82	15.84		
OCB-I α=.863			0.89	0.58

I help my co-workers when their workload is heavy.	0.71	21.99		
I help my co-workers who have been absent to finish their work.	0.73	18.67		
I take time to listen to my co-workers' problems and worries.	0.79	19.95		
I go out of my way to help new co-workers.	0.82	20.67		
I take personal interest in my co-workers.	0.74	18.88		
I pass along notices and news to my co-workers.	0.78	19.85		
OCB-C $\alpha=.876$			0.92	0.58
I always have a positive attitude at work.	0.64	18.93		
I am always exceptionally courteous and respectful to customers.	0.83	18.74		
I follow customer service guidelines with extreme care.	0.85	19.07		
I respond to customer requests and problems in a timely manner.	0.82	18.45		
I perform duties with very few mistakes.	0.71	16.60		
I conscientiously promote products and services to customers.	0.76	17.42		
I contribute many ideas for customer promotions and communications.	0.72	16.76		
I make constructive suggestions for service improvement.	0.73	16.86		

Table 4

Summary of the hypothesis testing

Hypotheses	Paths	Std. coefficient	p-Value	Support or not
H1	Impression management → OCB-O	.435***	.001	Yes
H2	Impression management → OCB-I	.266**	.01	Yes
H3	Leader–member exchange → OCB-O	.191***	.001	Yes
H4	Co-worker exchange → OCB-I	.257***	.001	Yes
H5	Customer–employee exchange → OCB-C	.418***	.001	Yes
H6	Empathy → OCB-I	.530***	.001	Yes
H7	Empathy → OCB-C	.403***	.001	Yes
H8	Conscientiousness → OCB-O	.310***	.001	Yes
H9	Conscientiousness→ OCB-C	.116	.067	No

*Significant at $p < .05$; **Significant at $p < .01$; ***Significant at $p < .001$.