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Job Demands, Job Resources and Behaviour at Work.

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Abstract

The job demands-resources (JD-R) model postulates that job demands and job resources constitute two processes: the health impairment process, leading to negative outcomes, and the motivational process, leading to positive outcomes. The current research extended the JD-R model by including counterproductive work behaviour (CWB) as a behavioural stress reaction, and organisational citizenship behaviour (OCB) as a reaction to motivational resources. The study also considered the impact of job resources (transformational leadership, team communication/performance feedback) on CWB and job demands (workload, interpersonal conflict/emotional demands) on OCB. Job satisfaction was used as a mediator in these processes, with the organisational outcome of interest being intention to quit. Also examined was the buffering effect of job resources on job demands. In a sample of 221 participants working within the service industry, the study found support for a model where job demands were associated with CWB, with the relationship between workload and CWB being mediated by job satisfaction. Job satisfaction was also found to mediate the relationship between transformational leadership and CWB. Team communication/performance feedback and workload were associated with OCB and these relationships were mediated by job satisfaction. Transformational leadership was indirectly related to OCB through job satisfaction. Intention to quit was negatively related to transformational leadership as well as to OCB. The study also found that the impact of workload on CWB and OCB was attenuated by job resources. These findings have implications for organisations as they suggest that the immediate work environment could affect employee attitudes and influence whether or not employees engage in positive extra-role behaviours.

Key words: Turnover Intentions; Counterproductive Work Behaviour; Organisational Citizenship Behaviour; Job Satisfaction; Job Demands-Resources Model.

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Chapter 1: Introduction

Organisations see the ideal worker as one who not only demonstrates high levels of performance in their tasks but also engages in behaviour that is not directly required from formal job descriptions (Bolino & Turnley, 2005). Hence, organisational citizenship behaviour, or OCB, tends to be highly valued by employers (Organ, Podsakoff, & MacKenzie, 2006). Less ideal workplace behaviours include when an employee goes against the legitimate interests of an organisation. These behaviours, such as counterproductive work behaviours, or CWB, can harm organisations or people in organisations including employees and customers.

In light of their contribution to organisational effectiveness, present research has devoted significant attention to both the manifestations of OCB (e.g. Ehrhart, Bliese, & Thomas, 2006; Williams & Anderson, 1991), CWB (e.g. Balducci, Schaufeli, & Fraccaroli, 2011), their antecedents (e.g. Arthaud-Day, Rode, & Turnley, 2012; Li, Liang, & Crant, 2010; Organ, 1988; Fox, Spector, & Miles, 2001), and their outcomes (e.g. Halbesleben, Bowler, Bolino, & Turnley, 2010; Johnson & Hall, 1988). However, because of the beneficial effects of OCB and the deleterious effects of CWB, the literature has mostly focused on 'positive' factors that simulate OCB and the 'negative' factors that simulate CWB, with less attention being devoted to how OCB may be hampered by adverse workplace conditions (Noblet, McWilliams, Teo, & Rodwell, 2006), and CWB may be restricted by encouraging workplace conditions. Some of the popular precursors of OCB are perceived organisation support (Lynch, Eisenberger, & Armeli, 1999; Baran, Shanock, & Miller, 2012), decision autonomy (Noblet et al., 2006), fairness perceptions (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), and leader attitudes and behaviours (Anand, Vidyarthi, Liden, & Rousseau, 2010), but there is paucity of research on the link between sources of job stress and OCB. With regards to CWB, the popular precursors

involve workplace stressors such as role conflict (Balducci, Schaufeli, & Fraccaroli, 2011), workload and interpersonal demands (Spector & Fox, 2005) but there is a lack of research on the link between positive workplace conditions and CWB. Further, since the stress-OCB and the motivation-CWB relationships themselves are relatively less investigated, limited research suggests solutions for mitigating the negative impact of sources of stress on OCB and increasing the impact of motivation on CWB. This research will address this gap.

The earliest definition of OCB describes it as behaviour that is not directly recognised by the formal reward system within an organisation and which is discretionary in nature (Organ, 1988). As stated by Organ (1988, p. 87) "OCB promotes effective functioning of an organisation". While OCB may fuel effective organisational functioning, such behaviour does not occur automatically and requires significant personal investments of time, energy, and effort. When employees display OCB (e.g. they come in early or stay late for work), they spend additional time, energy and effort that is beyond the company's formal requirements (Bolino & Turnley, 2005). Counterproductive workplace behaviour on the other hand can be described as acts that harm or are intended to harm an organisation or the people within the organisation (Spector & Fox, 2005). When employees display CWB (e.g. stealing or intentionally working slowly), they are exerting energy to rebel against the organisation. This behaviour can decrease effective organisational functioning (Balducci, Schaufeli, & Fraccaroli, 2011).

Job demands are seen as sources of stress (Meijman & Mulder, 1998) that drain energy out of employees, eventually leaving them exhausted and constrained in where to allocate their work efforts. When a role involves extra time investments and these investments become more challenging to perform due to highly demanding work conditions; then the occurrence of OCB may diminish. Having stated that, CWB may increase in the presence of

high job demands due to negative attitudes that are formed about the organisation. Job resources, on the other hand, are often seen as playing a crucial motivating role within an organisation and can help alleviate sources of job stress (Bakker & Demerouti, 2007). When the organisation stimulates personal growth, learning, and development and/or provide motivation to achieve work related goals, the occurrence of CWB may decline while OCB may increase due to positive attitudes that are formed about the organisation.

This thesis will investigate the relationship between various job demands and job resources with OCB and CWB, as well as the mechanisms that may underlie or influence this relationship. This study draws upon the job demands-resources (JD-R) model, which categorises the organisational context into job demands and job resources (Bakker & Demerouti, 2007). While job demands trigger stress, job resources tend to have an attenuating effect and reduce stress (Spector & Fox, 2005). This thesis will investigate how employees' OCB and CWB are informed by three distinct job demands (workload, interpersonal conflict, and emotional demands), three distinct job resources (transformational leadership, team communication, and performance feedback), and their attitudes toward their organisation (job satisfaction) with the organisational outcome of interest being turnover intentions.

This study focusses on a popular, fast paced, food service organisation within New Zealand, which provides an interesting context for studying the roles that job demands and job resources play in the prediction of OCB and CWB. Most of the studies previously done on OCB and CWB have been based in the United Kingdom or USA, thus this thesis provides a new cultural context in which OCB and CWB are being studied.

This research seeks to make the following contributions to the academic field. First, this thesis investigates how various job demands and job resources that employees may encounter in their daily work could influence OCB/or CWB. As stated earlier, previous research has paid relatively limited attention to the potential effects of job stressors on OCB and job resources on CWB (Paillé, 2010). While the literature has considered the influence of some role stressors, such as perceived ambiguity or conflict (Eatough, Chang, & Miloslavic, 2011; Rodell & Judge, 2009), these stressors represent only a small number of job demands that employees may encounter in their job (Bakker, Demerouti, & Schaufeli, 2003). This study devotes attention to three job demands that may influence discretionary workplace behaviour: one that is related to employees' jobs (workload), another which focuses on their exchanges with organisational peers (interpersonal conflict), and one that focusses on the psychological aspects of the work (emotional demands). The literature has also considered the influence of some job resources, such as social support and autonomy on various outcomes such as engagement and burnout (Eatough et al., 2011). However, when studied with regards to OCB and CWB the results have been inconclusive (Balducci, Schaufeli, & Fraccaroli, 2011). This thesis looks at three specific job resources: transformational leadership, team communication, and performance feedback. By doing so, this study devotes attention to a set of workplace motivators that may influence employee engagement in CWB and OCB.

Second, this study proposes that employees' job satisfaction presents an important mechanism that connects job demands and job resources with CWB and OCB. Under stressful work conditions, employees may develop negative feelings toward their organisation (e.g. frustration, annoyance, and/or exhaustion). CWB may increase and OCB may decline due to this decrease in job satisfaction. Alternatively, it is thought that the motivating potential of job resources may cause employees to develop positive attitudes about their organisation, and

become more engaged in their work. This increase in job satisfaction could make employees display positive behaviours that are outside of their job description while reducing the occurrence of employees displaying counterproductive workplace behaviours (Meyer & Allen, 1991).

Third, this thesis examines how employees' access to job resources functions as an important buffer (Bakker & Demerouti, 2007) against the negative attitudes that arise with high job demands, or conversely, how in the absence of organisational resources, job demands may be particularly potent in reducing job satisfaction, and hence OCB. This thesis argues that transformational leadership, team communication, and performance feedback should mitigate the harmful effects of these demands (Bakker, Demerouti, & Euwema, 2005). Although existing research has shown that access to resources can help reduce the harmful effect of job demands on how employees feel about their organisation (Bakker & Demerouti, 2007), previous applications of the JD-R model have not examined how transformational leadership, team communication, and performance feedback might increase OCB even in the face of demanding job conditions, and subsequently decrease the likelihood of employees exhibiting CWB.

Lastly, this thesis will examine how all of these underlying processes (job resources, job demands, CWB, and OCB) affect turnover intentions. Turnover intentions have been studied widely within the literature. The majority of research on turnover intentions have looked at the direct effects of variables such as social support, job performance (Morrow, McElroy, Lacznia, & Fenton, 1999), and pay (Hinkin & Tracey, 2000). There has been less research looking at the process that leads to this intention. This thesis will address this gap.

In short, this study seeks to make the following four contributions to the literature: (1) to explore the processes that lead to employee turnover intentions, (2) to examine how various sources of job stress and job motivation relate to OCB and CWB, focusing on the role of various hitherto under-explored job demands on OCB and job resources on CWB, (3) to examine how the emergence of attitudes toward the organisation function as a critical mechanism that connects such job demands and job resources with OCB and CWB, and (4) to explain how employee's access to job resources suppresses engagement in CWB and increase OCB even in the presence of high job demands.

The rest of this thesis is structured as follows. First, it provides a literature review that underpins the thesis research and clarifies the different constructs that constitute its conceptual framework. Second, it outlines the arguments for each of the proposed hypotheses. Third, it explains issues relevant to the empirical portion of the research, in particular the data collection, measurement of constructs, and analytical techniques used for hypothesis testing. Next, this thesis reports and discusses the results of the analysis. Lastly, it discusses the studies limitations, future research, as well as its implications for practice.

Chapter 2: Defining Workplace Behaviours, Job Demands-Resources Model and Job Satisfaction

2.1. Organisational Citizenship Behaviour (OCB)

Organisational citizenship behaviour (OCB) has been a topic of great interest to scholars (e.g. Smith, Organ, & Near, 1983; Niehoff & Moorman, 1993; Lepine, Erez, & Johnson, 2002). Katz (1964) did some of the earliest research on OCB and argued that organisations cannot rely on employees' prescribed behaviour only. Bateman and Organ (1983) viewed it as 'super-role' behaviour that cannot be enforced on employees and that stems from feelings of reciprocation. Essentially, OCB is neither a part of employees' formal job description nor is it undertaken in the hope of getting explicitly rewarded (Shore & Wayne, 1993), but it is nonetheless essential for an organisation. The practical significance of OCB for organisations is illustrated by Lievens, Conway, and De Corte (2008) who indicate that raters of job performance often give greater weight to OCB than to in-role performance.

Scholars have explored and identified several dimensions of OCB. Organ (1988) identified the dimensions of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue as underlying OCB. Graham (1991) broke the concept of OCB down into organisational loyalty, organisational obedience, and organisational participation, whereas Williams and Anderson (1991) distinguished between OCB-O (i.e. OCB that is directed at the organisation) and OCB-I (i.e. OCB that is directed at individuals). Research has also considered the specific context in which OCB takes place, distinguishing between unit- and group-level OCB (Ehrhart et al., 2006).

Yet another stream of research has justified the heightened attention given to OCB by considering its outcomes. They have documented the importance of OCB for organisational functioning (Organ, 1988), including its positive impact on departmental and organisational productivity (see Podsakoff, Whiting, Podsakoff, & Blume, 2009, for a meta-analytic review). The review by Podsakoff and colleagues (2009) lays out various consequences of OCB, which include positive evaluations and appraisals from managers, and positive outcomes such as reciprocity and fair treatment. Research has also examined the conditions under which OCB garners positive managerial appraisal (Halbesleben, Bowler, Bolino, & Turnley, 2010), as well as multilevel, contextual influences of OCB on performance (Bommer, Dierdorff, & Rubin, 2007).

Since OCB shows promising and desirable consequences, it is important to understand its antecedents. Extensive research has considered various determinants of OCB, including fairness (meta-analyses show that all dimensions of perceived organisational justice relate to OCB; Cohen-Charash & Spector, 2001), psychological contracts (Robinson & Morrison, 1995), job satisfaction, and organisational commitment (Williams & Anderson, 1991). The focus of this study is on the antecedents of OCB, particularly on job resources and job demands. As mentioned previously, despite the extensive literature on explaining OCB, surprisingly little research has paid attention to the effects of job demands (stressors) on OCB, with an exception of the examination of role stressors (Eatough et al., 2011). This thesis extends previous research by examining the influence of various job demands on employees' OCB, as well as their access to job resources, for which this thesis draws upon the job demands-resources (JD-R) model. This study broadly conceptualises OCB as employees' tendency to engage in behaviours that are beneficial to either their supervisor, other organisational

members, or their organisation in general (De Cremer, Mayer, van Dijke, Schouten, & Bardes, 2009).

2.2. Counterproductive Workplace Behaviour (CWB)

CWB consists of volitional acts that harm or intend to harm organisations and their stakeholders (e.g. clients, co-workers, customers, and supervisors; Fox & Spector, 2005). The key characteristic of CWB is that the action itself must be purposeful and not accidental, that is, the employee makes a choice or decision to behave in a way that is intended specifically to harm the organisation and/or the people within the organisation (Lee & Allen, 2002). Poor performance that is unintended (e.g. an employee tries but has insufficient skill to successfully complete job tasks) is not CWB because the purpose of the employee was not to perform the job incorrectly (Lee & Allen, 2002). CWB is generally regarded as unethical and a threat to the wellbeing of the organisation and their members. Because this antisocial behaviour can lead to revenue loss (Aquino, Lewis, & Bradfield, 1999), permanent damage to the workplace environment, and decreased productivity (Lee & Allen, 2002), it is important to organisational research.

As with OCB, CWB can be conceptualised in a number of ways. These categories include: abuse toward others (e.g. starting or continuing a damaging or harmful rumour at work; being nasty or rude to a client or customer; Balducci, Schaufeli, & Fraccaroli, 2011); production deviance (e.g. purposely doing your work incorrectly; purposely working slowly when things need to get done); sabotage (e.g. purposely wasting your employer's materials/supplies; purposely damaging a piece of equipment or property); theft (e.g. stealing something belonging to your employer; putting in to be paid for more hours than you work; Greenberg, 1990), and withdrawal (e.g. coming to work late without permission; staying home from work

and saying you were sick when you were not; Giacalone & Greenberg, 1997). The common theme with these behaviours is that they are harmful to the organisation by either directly harming its effectiveness or by hurting the people within the company. While a number of researchers (e.g. Fox & Spector, 1999; Robinson & Bennett, 1995) have found evidence that CWB can be categorised as two separate behaviours (i.e. those targeting the organisation and those targeting people within the organisation) this study focusses on how job demands and job resources influence CWB in general. Thus, for the purpose of this study CWB is conceptualised as employees' tendency to engage in behaviours that are harmful to their supervisor, other organisational members, or their organisation in general.

Extensive research has considered various determinants of CWB including stressors, job satisfaction, bullying, affect, and personality traits (Spector & Fox, 2005; Balducci, Schaufeli, & Fraccaroli, 2011; Hollinger, 1986). The focus of this study is on the processes that could lead to CWB, particularly job resources and job demands. As mentioned previously, despite the extensive literature on explaining CWB, surprisingly little research has paid attention to the effects of job resources on CWB. This thesis extends previous research by examining the effect of various job demands on employees' CWB, as well as the influence of job resources on such behaviours.

2.3. Organisational Turnover Intentions

Employees leave an organisation for a number of reasons, some to escape negative work environments, some to achieve their career goals, and some to pursue opportunities that are more financially attractive. In the literature, turnover intention has been identified as the immediate precursor for turnover behaviour (Mobley, Horner, & Hollingsworth, 1978; Tett & Meyer, 1993). It has been recognised that the identifying and addressing variables associated

with turnover intentions is an effective strategy in reducing actual turnover levels (Maertz & Campion, 1998).

Turnover of highly skilled employees can be very expensive and disruptive for firms (Reichheld, 1996; Thatcher, Stepina, & Boyle, 2003). Within the food service industry, losing staff members lead companies to incur substantial costs associated with recruiting and re-skilling, and hidden costs associated with disruptions in team-based work environments (Niedermann & Sumner, 2003; Thatcher et al., 2003). Determining the causes of turnover within the service industry workforce and controlling it through human resource practices and work system design is important for organisations (Igbaria & Siegel, 1992).

Although many researchers have tried to identify what determines an employee's intention to quit. To date there has been little consistency in the findings of these studies (Glissmeyer, Bishop, & Fass, 2008). Empirical studies have linked job satisfaction, performance, and job stress to an individual's intent to quit the organisation. Heavy workload (which is a precursor to job stress) and burnout (which has also been linked to low job satisfaction) are also related to intention to quit (Masroor & Fakir, 2010). However, very little empirical research has linked voluntary workplace behaviour such as OCB and CWB to turnover intentions. These two concepts are often studied as separate consequences of job stress. This thesis provides the starting point for research that models the processes that lead to CWB and OCB and the intention to quit.

2.4. Job Demands-Resources (JD-R) Model

The JD-R model originates from the demand-control-support model (DCS; Karasek, 1979) and the effort-reward imbalance model (ERI; Siefrist, 1996) and is used to capture new,

complex, and often context specific determinants of job stress and occupational well-being. The JD-R model postulates that high job demands put excessive pressure on employees, such that their work-related energy is drained (Demerouti & Bakker, 2011; Figure 1). In the face of the stress that is caused by demanding work conditions, employees may conserve their limited energy in such a way that they disengage themselves from tasks that benefit their organisation indirectly, and only carry out tasks that are formally required. Similarly, as shown by Figure 1, the presence of job resources lead to motivation and engagement whereas the absence evokes a cynical attitude towards work.

In line with Hobfoll's (1989) conservation of resources theory, the JD-R model also suggests that in the presence of high job resources, the energy depletion effect of adverse working conditions is subdued, such that the resource support that employees receive can mitigate the harmful effects of job demands on work outcomes, this reflects the so-called buffering hypothesis (Bakker & Demerouti, 2007). This buffering effect is shown by the arrow connecting job resources and job demands in Figure 1. This thesis will apply this buffering hypothesis when examining the mitigating effect of job resources on the influence of different job demands on discretionary workplace behaviours.

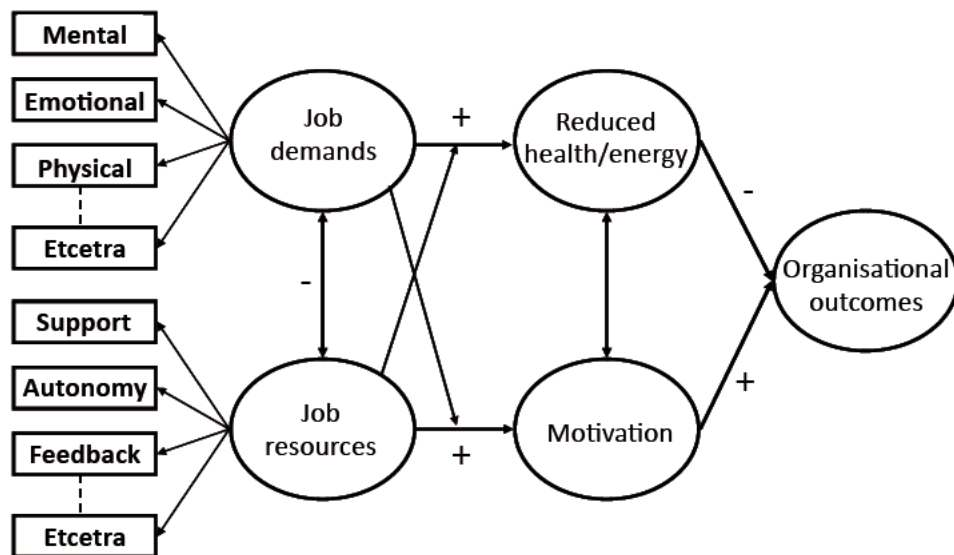


Figure 1. The Job Demands-Resources Model (adapted from Demerouti & Bakker, 2011, p. 37).

2.4.1. Job demands.

"Job demands are physical, social, or psychological aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills that are associated with certain physiological and/or psychological costs" (Schaufeli & Bakker, 2004, p. 296). Although job demands may not always be detrimental (Van den Broeck, De Cuyper, De Witte, & Vansteenkiste, 2010), most studies predict that the presence of highly demanding work conditions overburden employees' personal capacities (Bakker & Demerouti, 2007) and have negative consequences. Employees tend to consider job demands as sources of stress for they necessitate the expense of high levels of effort (Meijman & Mulder, 1998). Job demands have been found to challenge employees' physical and mental well-being, which can lead to energy depletion and negative health issues (Bakker & Demerouti, 2007; Bakker, Demerouti, & Schaufeli, 2003).

Job demands have been categorised into physical, social, and psychological demands (Schaufeli & Bakker, 2004). First, physical job demands encompass aspects of the job that affect employee tasks directly (e.g. task duration and frequency), the instruments used in a task, or the intensity of the labour during task accomplishment. A typical example of a physical job demand is the workload experienced during task execution. An example of this is when employees find it hard to keep up with the pace of work, when their time is too limited, or when there is just too much work to do (Bakker & Demerouti, 2007). Reactions to workload include negative emotions (Miles, Borman, Spector, & Fox, 2002), fatigue, and other feelings such as anger and frustration. Other psychological strains are depression, work anxiety, and decreased job satisfaction (Spector, 2006).

Second, social job demands consider the stress that employees experience based on their working relationships with others in the organisation. Work relationships may be sources of anxiety, for example, when they are strongly emotion-laden and marked by high levels of interpersonal conflict (Schaufeli & Bakker, 2004). Interpersonal conflict is an example of social job demands as it refers to negatively charged interactions with others in the workplace (Spector & Jex, 1998). High levels of interpersonal conflict within the workplace has been found to increase employee stress (Jehn, 1995; Jehn & Bendersky, 2003).

Emotional demands is a psychological job demand which refers to the degree to which a job requires employees to comply with specific display rules governing their emotional expressions in order to influence their clients' feelings, attitudes, and behaviours (Grandy & Fisk, 2005; Heuven, Bakker, Schaufeli, & Huisman, 2006). For example, working in the service industry involves constant interaction with customers, and the requirement to regulate emotions at work. It is not unusual to experience abuse from angry customers and in these

situations the employee must maintain organisational standards with respect to customer service: adherence to the organisational value that the customer is always right. This situation can be emotionally demanding for the employee, increase stress levels, and potentially lead to exhaustion (Xanthopoulou, Bakker, & Fischback, 2013).

2.4.2. Job resources.

Job resources capture aspects of employees' job that help them to achieve their work goals and stimulate their personal growth and development (Bakker & Demouriti, 2007; Schaufeli & Bakker, 2004). Schaufeli and Bakker (2004) propose four categories of job resources, which mirror the three groups of job demands: physical, social, organisational, and psychological. Physical resources are material resources (such as computers and copy machines) that directly help employees with performing job-related tasks. Social or relational resources are embedded in employees' relationships with other organisational members, such as the level of social support received by supervisors or colleagues. Organisational resources are provided by the organisation in general, including financial rewards and recognition. Psychological resources originate from employees themselves, including personal characteristics such as their level of optimism or self-control.

In light of the significant role that occurrences within an organisation have on its employees, this thesis will focus specifically on the role that relational resources play in the emergence of OCB. A systematic evaluation of how relational resources may diminish the stress that emerges from demanding working conditions, and particularly their role in influencing employee engagement in OCB, is missing in the literature. This study makes an attempt to address this issue. Informed by research that acknowledges the relevance of the organisation in influencing employee attitudes (Bouckennooghe, De Clercq, & Deprez, 2013),

this thesis will particularly focus on the level of transformational leadership, team communication, and performance feedback that the organisation provides to its employees.

Transformational leadership involves creating substantive change in the attitude of employees, morale elevation, and organisation direction (Kuhnert & Lewis, 1987). Kuhnert and Lewis (1987, p. 653) highlighted that transformational leadership “is made possible when a leader’s end values (internal standards) are adopted by followers thereby producing changes in the attitudes, beliefs, and goals of followers”. Research has found that transformational leadership can be beneficial to an organisation as it can increase employee engagement (Breevaart et al., 2014), performance, and job satisfaction (Kovjanic, Schuh, & Jonas, 2013).

Team communication is often defined as the exchanging of information between individuals (Duncan & Moriarty, 1998). Team communication is a vital component of the daily procedures of a service organisation as it constitutes the work of organising, coordinating, and informing (Schwartzman, 1989). Research conducted by Yammarino and Naughton (1988) found that there was a positive relationship between the amount of time spent communicating and important work outcomes like job satisfaction and the level of effort expended by employees. In fact, research showed that communication practiced in an organisation is related to, but not synonymous with job satisfaction (Carriere & Bourque, 2009).

Lastly, performance feedback is a form of communication and can be defined as the amount of information that an employee obtains with regards to how well they are doing their job, and improvements that they can make (Latham & Baldes, 1975). Performance feedback is important within organisations as it may induce a person to set and maintain high goals,

provide information about career development, and can inform an employee about ways that they can improve their performance (Latham & Baldes, 1975; Latham & Yukl, 1975). Hence, performance feedback may play a critical role in how employees can counter the stress that comes from demanding work conditions (Kuhnert and Lewis, 1987).

2.5. Job Satisfaction

Job satisfaction can be defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p.1300). Vroom (1982, p. 99), who used the terms ‘job satisfaction’ and ‘job attitudes’ interchangeably, defined job satisfaction as “affective orientations on the part of individuals toward work roles which they are presently occupying”. A commonality with these definitions is that job satisfaction is a job-related emotional reaction.

While job demands and job resources reflect actual work conditions, job satisfaction captures an employee’s attitudinal response to their experiences with the work environment (Meyer, Bobocel, & Allen, 1991). A key premise of this study is that the likelihood of high job satisfaction, and thus positive feelings toward the organisation, is lower when employees experience demanding work conditions. A meta-analysis by Meyer, Stanley, Herscovitch, and Topolnytsky (2002) showed that the feeling of emotional attachment to the organisation has a strong positive correlation with OCB and a negative correlation with CWB. Accordingly, this thesis considers how the emergence of positive attitudes toward the organisation that may result from high job resources function as a critical mechanism through which employees may engage in OCB. Alternatively, this study investigates how the emergence of negative attitudes toward the organisation that may result from high job demands function as a critical mechanism for which employees engage in CWB.

2.6. Conceptual Framework

The study's proposed conceptual framework is presented in Figure 2. The framework suggests that when employees encounter high job demands, their efforts to cope with the resulting anxiety and stress will reduce the emotional bond they feel concerning their organisation (i.e. lower job satisfaction), which in turn should decrease the likelihood that they engage in behaviours that benefit their organisation (i.e. lower OCB), and increase behaviours that are destructive to the organisation (i.e. higher CWB). Further, it proposes that transformational leadership, team communication, and/or performance feedback are beneficial for CWB indirectly by attenuating the negative impact of job demands on job satisfaction. Conversely, when the organisation provides less transformational leadership, team communication, and/or performance feedback their employees' development of negative attitudes toward the organisation stemming from high job demands may escalate, such that the harmful effect of job demands on job satisfaction becomes stronger. The theoretical arguments underlying the relationships are discussed next.

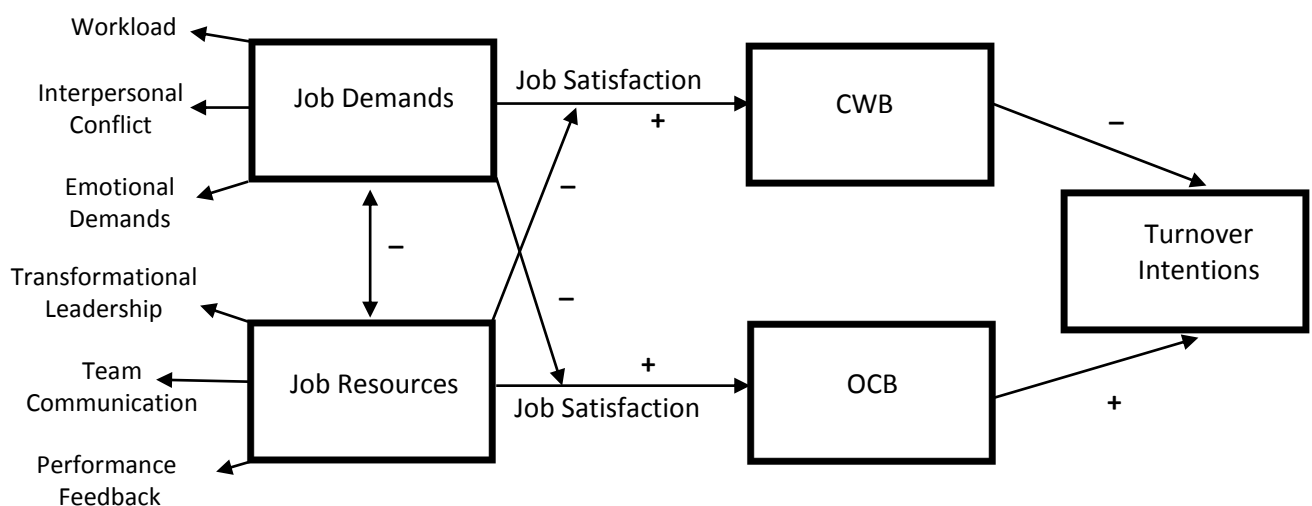


Figure 2. Conceptual Framework for the study.

Chapter 3: Job Demands, Job Resources, Workplace behaviours and Turnover Intentions

The contingency approach used by Fishbein and Aizen (1975) states that individuals change their behaviours, attitudes, and beliefs in accordance with their surroundings or circumstances. It involves the likelihood that a person will engage in a given behaviour in response to a given situation. For example, when a person feels stress due to their workplace environment (e.g. when they are experiencing high job demands), they could react by planning to leave. When an employee's workplace environment has a lot of resources, the person may feel more satisfied with their workplace and as a result be more willing to stay.

While there are some authors who have focussed on the effect of workplace stressors on turnover intentions (Moore, 2002; Cohen, Panter, & Turner, 2013), there is limited research that looks at job demands and job resources and their effect on turnover intentions. This thesis will aim to show how job demands (workload, interpersonal conflict, and emotional demands) and job resources (transformational leadership, team communication, and performance feedback) can influence the level of turnover intentions that an employee may have.

Hypothesis 1a: There is a negative relationship between job resources (transformational leadership, team communication, performance feedback) and an employee's turnover intention.

Hypothesis 1b: There is a positive relationship between job demands (workload, interpersonal conflict, emotional demands) and an employee's turnover intention.

3.1. Turnover Intentions, OCB and CWB

The relationship between discretionary behaviour (i.e. CWB and OCB) and turnover intentions has not received a great deal of attention in empirical research (Chen, Hui, & Siego, 1998). With regards to CWB, Cohen et al. (2013) found from their study using participants working in a variety of different industries and various levels in their organisations, that CWB was a negative predictor of turnover intentions ($r = -.21, p < .05$). While Cohen et al. (2013) did not give any reason for this effect within their study, it is thought that if an employee intends to leave an organisation, it would not be in their best interest to display explicit avoidance behaviours such as CWB as these behaviours could jeopardise their chances of receiving a good reference (Coyne & Ong, 2007). There is very little conclusive evidence within this field in the literature. This thesis aims to address this gap by looking at the relationship between turnover intentions and CWB.

Hypothesis 1c: There is a negative relationship between CWB and turnover intentions.

Research evidence (e.g. Chen et al., 1998; Coyne & Ong, 2007; Aryee & Chay, 2001) has shown that there is a significant, negative relationship between OCB and turnover intentions. OCB, as a discretionary behaviour, could be withdrawn when an employee intends to leave an organisation, as decreasing the level of OCB exhibited would not have any direct negative consequences on the individual (Chen et al., 1998). From this, it is predicted that as OCB decreases, the likelihood that the employee intends to leave the organisation would decrease.

Hypothesis 1d: There is a negative relationship between OCB and turnover intentions.

Chapter 4: Job Demands, Job Resources, Workplace Behaviours and the Role of Job Satisfaction

Job demands engender a health impairment process leading to stress-related negative outcomes such as burnout. Job resources promote a motivational process leading to positive outcomes such as work engagement (Balducci, Schaufeli, & Fraccaroli, 2013). Research has furnished robust empirical support for the two processes hypothesised by the JD-R model while mostly concentrating on the relationship between job demands and burnout, along with job resources and work engagement (Hakanen, Bakker, & Schaufeli, 2006; Hakanen, Schaufeli, & Ahola, 2008; Schaufeli & Bakker, 2004). Burnout can be defined as a state of emotional, mental, and physical exhaustion caused by excessive and prolonged stress (Schaufeli & Bakker, 2004). Work engagement is the emotional commitment the employee has to the organisation and its goals. Schaufeli and Bakker (2004) tested the JD-R model on four different samples of workers in the service sector and found that job demands positively affected burnout, which in turn affected psychosomatic complaints (i.e. the health impairment process), whereas job resources positively impacted on work engagement, which in turn negatively predicted turnover intention (i.e. the motivational process). These results have been replicated longitudinally (e.g. Hakanen et al., 2008; Schaufeli, Bakker, & van Rhenen, 2009), and they have also been corroborated (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) by using independent observations of job characteristics (i.e. observer ratings).

Given this robust evidence in support of the JD-R model of burnout and engagement, it seems likely that the basic processes of the JD-R model reflect more general processes of human functioning at work, of which burnout is only one possible manifestation. In this case, the JD-R model should explain qualitatively different outcomes of the stress process, such as CWB, a behavioural manifestation of job stress (Fox, Spector, & Miles, 2001). The model

should also explain different outcomes to the engagement process, such as OCB, a behavioural manifestation of work engagement. The JD-R model has been rarely used to predict behavioural correlates (Bakker, Demerouti, de Boer, & Schaufeli, 2003). This thesis will contribute to the literature by modelling the relationship between job demands, job resources, and organisational extra-role behaviours.

Hypothesis 2a: There is a positive relationship between job demands (workload, interpersonal conflict, emotional demands) and employees' CWB.

Hypothesis 2b: There is a positive relationship between job resources (transformational leadership, team communication, performance feedback) and employees' OCB.

Hypothesis 2c: There is a negative relationship between job resources (transformational leadership, team communication, performance feedback) and employees' CWB.

Hypothesis 2d: There is a negative relationship between job demands (workload, interpersonal conflict, emotional demands) and employees' OCB.

4.1. Job Satisfaction, OCB and CWB

Research has shown that job satisfaction is negatively related to CWB (Dalal, 2005; Judge, Thoresen, Bono, & Patton, 2001; Judge, Scott, & Ilies, 2006). According to the threat-rigidity hypothesis, people tend to 'freeze' when they are unhappy about their work situation (Ocasio, 1995; Staw, Sandelands, & Dutton, 1981), they are less likely to go out of their way to

engage in behaviours that are not directly expected of them. When employees are dissatisfied about how decisions are made or how the organisation performs in general, the resulting stress that the threat causes reduces their enthusiasm to carry out activities that could help their organisation (Cohen & Wills, 1985).

Two related conceptual arguments that are especially relevant to understanding the relationship of job satisfaction and workplace behaviours are social exchange theory (Gould, 1979) and the norm of reciprocity (Gouldner, 1960). Social exchange theory predicts that individuals who perceive that they are receiving unfavourable treatment are more likely to feel angry, vengeful, and dissatisfied. Similarly, the norm of reciprocity states that when individuals are dissatisfied with the organisation or their work colleagues they may reciprocate with negative work behaviours such as withholding effort and arriving late to work. All of these behaviours are examples of CWB. In addition, (or alternatively) the individual may exchange their dissatisfaction with co-workers by engaging in counterproductive behaviours directed at them, such as playing uncaring pranks, cursing at them, or even sabotaging their work. In summary, these theoretical models predict that employees retaliate against dissatisfying conditions by engaging in behaviour that harms the organisation or other employees.

Hypothesis 3a: There is a negative relationship between employees' job satisfaction and their CWB.

Employees who have high job satisfaction tend to strongly identify with their organisation and be actively involved in the workplace (Allen & Meyer, 1990). As pertained by social exchange theory, if an employee feels that the organisation treats them fairly or values their wellbeing, they will reciprocate by offering OCB (Schaninger & Turnipseed, 2005).

The attitudes that employees hold toward their organisation prompt their motivation to engage in behaviours that benefit the well-being of that organisation, or to intentionally harm the company and/or the people within the organisation.

Hypothesis 3b: There is a positive relationship between employees' job satisfaction and their OCB.

4.2. Job Demands and Job Satisfaction

Job demands influence workplace behaviours, such as OCB and CWB, due to their impact on an individual's job satisfaction. Previous research has shown that stressors are positively associated with negative attitudes such as anxiety (Rodell & Judge, 2009). Job demands, a source of job stress, generate negative feelings because meeting these demands requires energy that the employee does not have (Bakker & Demerouti, 2007). Research supports the idea that the high job demands of workload, interpersonal conflict, and/or emotional demands lead to decreased job satisfaction (Miles et al., 2002; Bakker & Demerouti, 2007; Dirks & Ferrin, 2002). For example under instances of high workload, employees feel challenged to complete tasks successfully. The job stress that workload induces, decreases an employee's job satisfaction (Hakanen, Schaufeli, & Ahola, 2008; Ahuja, Chudoba, Kacmar, McKnight, & George, 2007).

Hypothesis 4a: There is a negative relationship between workload and an employee's job satisfaction.

Interpersonal conflict entails destructive arguments with organisational peers, leading to perceptions of poor treatment and incompatibility with the surrounding work context (Miles

et al., 2002). Negative perceptions caused by interpersonal conflict trigger negative attitudes in the workplace (Ilies, Johnson, Judge, & Keeney, 2011), this in turn reduces job satisfaction. There is an absence of research that looks specifically at the impact of interpersonal conflict on job satisfaction. This thesis will contribute to the literature by exploring this relationship.

Hypothesis 4b: There is a negative relationship between interpersonal conflict and an employee's job satisfaction.

Employees that are experiencing high emotional demands, such as when they interact with demanding or unfriendly persons, may experience decreased job satisfaction (Bakker & Demerouti, 2007). This is in line with Baumeister, Bratslavsky, Muraven, and Tice's (1998) theory on ego depletion, which suggests that volitional acts draw on the limited portion of energy resources. Subsequent acts that require self-control use this limited energy, and exhaust it. When energy is depleted, employees are likely to experience job strain and decreased job satisfaction.

Hypothesis 4c: There is a negative relationship between emotional demands and employees' job satisfaction.

4.3. Job Resources and Job Satisfaction

Job resources are likely sources for generating positive feelings due to the beneficial impact that they have on the individual, such as being a predictor of motivation and learning related outcomes (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Accordingly, in the presence of high job resources, employees should have more positive attitudes about the organisation and as a result exhibit higher job satisfaction. For example, Dirks and Ferrin

(2002) argued that transformational leadership inspires trust and motivation. This positive work environment is what increases job satisfaction.

Hypothesis 4d: There is a positive relationship between transformational leadership and employees' job satisfaction.

Numerous research indicate that team communication is one of the factors which influence job satisfaction (Downs & Adrian, 2004; Madlock, 2008; Jablin, 1979; Pincus, 1986). Putti, Aryee, and Phua (1990) along with Trombetta and Rogers (1988) concluded that team communication provided employees with more information (Putti et al., 1990), and involves them in the decision making process (Trombetta & Rogers, 1988). This conveying of information makes an employee feel more connected with the organisation and enhances their job satisfaction (Putti et al., 1990; Trombetta & Rogers, 1988).

Hypothesis 4e: There is a positive relationship between team communication and employees' job satisfaction.

Receiving feedback on one's job performance is also an important correlate of job satisfaction (Hackman & Oldham, 1976). If an employee receives constructive feedback regularly from their supervisor, they are able to understand what actions need to be taken to improve performance and consequently grow professionally. Indeed, receiving feedback from a supervisor has been found to increase employee morale and satisfaction (Hackman & Oldham, 1976; Chen 2008). Chen (2008) thought that effective feedback from supervisors gave the employees personnel knowledge about the results of their work, information about the effects of their actions, and an understanding of how effectively they have performed. Such

knowledge improves their job satisfaction as employees receive feedback on their performance and see the direction in which they are headed.

Hypothesis 4f: There is a positive relationship between performance feedback and employees' job satisfaction.

4.4. The Mediating Role of Job Satisfaction

Research presented so far suggests that job demands are related to job dissatisfaction and that negative attitudes toward the organisation can result in CWB. Research also indicated that job resources are related to job satisfaction and that positive attitudes toward the organisation can result in OCB. Put together, this research proposes a mediating role of job satisfaction, suggesting that job resources increase OCB through their ability to increase job satisfaction. Job demands decrease CWB through negative attitudes that arise due to stress. This mediating role of job satisfaction aligns with Fishbein and Ajzen's (1975) theory of reasoned action. This theory posits that employees' experiences with their immediate work environment inform their work attitudes (such as job satisfaction), which in turn form the basis for their work behaviours. While research has looked at the mediation of job satisfaction between various job demands and job resources on dependent variables (e.g. affective commitment; Malik, Waheed, & Malik, 2010; turnover intentions; Han & Jekel, 2011) as well as the mediation of variables such as affect on the relationship between job demands and CWB (Balcucci, Schaufeli, & Fraccaroli, 2011), limited studies have looked specifically at job satisfaction as a mediator between job demands, job resources, and extra-role behaviours. This thesis will contribute to the literature by examining this relationship.

Hypothesis 5a: Employees' job satisfaction mediates the relationship between their job resources (transformational leadership, team communication, performance feedback) and their OCB.

Hypothesis 5b: Employees' job satisfaction mediates the relationship between job demands (workload, interpersonal conflict, emotional demands) and their CWB.

Hypothesis 5c: Employees' job satisfaction mediates the relationship between job demands (workload, interpersonal conflict, emotional demands) and their OCB.

Hypothesis 5d: Employees' job satisfaction mediates the relationships between their job resources (transformational leadership, team communication, performance feedback) and their CWB.

Chapter 5: The Moderating Role of Job Resources on Job Demands

The JD-R model proposes that organisational resources can serve as buffers for job demands (Bakker & Demerouti, 2007). Resources like transformational leadership, team communication, and performance feedback are likely to protect against the negative influence of job demands on workplace behaviours (i.e. OCB and CWB). In the absence of these job resources, high job demands are likely to create more engagement in CWB as employees become more stressed, frustrated, and develop negative attitudes about their job (Spector & Fox, 2005; Balducci, Schaufeli, & Fraccaroli, 2013). OCB could decline as the stress that comes with these job demands decreases an employee's energy to engage in these positive, extra role behaviours.

The literature has supported this buffering effect of job resources on job demands. Ilies et al. (2011) found that the level of communication that employees receive in their organisation protects them against the negative consequences of stressful work situations. Similarly, a series of hierarchical regression analyses conducted by Bakker et al. (2005) showed autonomy, social support from colleagues, a high-quality relationship with the supervisor, and performance feedback were capable of buffering the impact of work overload on exhaustion. More research within this area is needed in order to look at the moderation of different job resources on job demands.

5.1. Moderation of Job Resources on Workload

Under conditions of high job resources, the effect of employees' workload on both CWB and OCB should be reversed. High levels of transformational leadership, team communication, and performance feedback within the workplace implies that it is easier for employees to express their concerns about workload and for colleagues to understand these concerns. This provides more opportunities for employees to seek each other's advice on how to manage excessive workloads (Venkataramani, Green, & Schleicher, 2010). For example, an employee who enjoys high levels of transformational leadership, team communication, and performance feedback from managers and supervisors likely has access to superior information important for the completion of tasks. Not only are they with information access, but the provision of information is faster when compared with those that do not enjoy such interactions (Burt, 1992; LePine, Methot, Crawford, & Buckman, 2012). Transformational leadership, team communication, and performance feedback can help employees get their work done in a timely fashion, which may help diminish the strain-inducing effect of workload (Van der Doef & Maes, 1999). This should decrease the negative effect that workload has on OCB and CWB due to the attenuation of stress. In the absence of these job resources, employees' workload may escalate into severe stress (Bakker et al., 2005; Bakker, Demerouti, & Schaufeli, 2003; Schaufeli & Bakker, 2004), which in turn could translate into negative behaviours such as CWB.

Hypothesis 6a: The negative relationship between employees' workload and their OCB is moderated by the level of organisational job resources (transformational leadership, team communication, and performance feedback) from their colleagues, such that this relationship is weaker at higher levels of job resources (transformational leadership, team communication, and performance feedback).

Hypothesis 6b: The positive relationship between employees' workload and their CWB is moderated by the level of organisational job resources (transformational leadership, team communication, and performance feedback) from their colleagues, such that this relationship is weaker at higher levels of job resources (transformational leadership, team communication, and performance feedback).

5.2. Moderation of Job Resources on Interpersonal Conflict

Transformational leadership, team communication, and performance feedback should cause employees to be less affected by interpersonal conflict, and put personal clashes in perspective (De Clercq, Thongpapanl, & Dimov, 2011). When employees are willing to understand others' perspectives through communication and providing feedback, interpersonal conflict can be more effectively managed (Langton & Robbins, 2006). Bakker et al. (2005) found that interpersonal conflicts do not result in high burnout levels when employees have high-quality communication and feedback from their supervisors, because of the instrumental help and emotional support they receive. Transformational leadership, team communication, and performance feedback may also help employees to know each other's differences better, and thus understand that different people have different personalities (Nahapiet & Ghoshal, 1998). Consequently, transformational leadership, team communication, and performance feedback make employees less sensitive to the downsides of interpersonal conflict, because they help them to better understand the nature of such conflict. Thus, the emergence of negative feelings and subsequent withdrawal from positive behaviours toward the organisation can be subdued by job resources. Evidence of this buffering role of job resources is found in a study by Ilies et al. (2011), who suggested that communication buffers the effect of interpersonal conflict on negative affect, a construct that has been found in research to be related to, though not identical, to job satisfaction (Balducci et al., 2011).

Conversely, when faced with lack of transformational leadership, team communication, and performance feedback, employees should be more sensitive to interpersonal conflicts, and less likely to communicate these differences. This could intensify the impact of these disagreements on workplace behaviours such as CWB and OCB.

Hypothesis 6c: The negative relationship between employees' interpersonal conflict and their OCB is moderated by the level of organisational job resources (transformational leadership, team communication, and performance feedback) from their colleagues, such that this relationship is weaker at higher levels of job resources (transformational leadership, team communication, and performance feedback).

Hypothesis 6d: The positive relationship between employees' interpersonal conflict and their CWB is moderated by the level of organisational job resources (transformational leadership, team communication, and performance feedback) from their colleagues, such that this relationship is weaker at higher levels of job resources (transformational leadership, team communication, and performance feedback).

5.3. The Moderation of Job Resources on Emotional Demands

Conservation of resources theory states that negative emotional outcomes may occur when resources that an individual values are threatened or lost (Hobfoll, 2001). The theory further states that acknowledgement of accomplishments and tasks, along with understanding from superiors are important resources. Hence, transformational leadership, team communication, and performance feedback may be important work environment resources, which could potentially buffer detrimental effects of emotional demands on employees'

workplace behaviours. Such buffering would be in line with previous research showing that positive leader behaviours, performance feedback, support, and trust, are associated with better employee well-being and help employees cope with stress (van Dierendonck, Haynes, Borrill, & Stride, 2004; Skakon, Nielson, Borg, & Guzman, 2010). According to Thoitis (2011), this buffering effect may occur because resources provide others with active coping assistance or provide emotional sustenance. For example, another member of the organisation such as a supervisor may have had previous experience with the demands faced by the employee, thus such individuals may offer emotional sustenance in terms of empathic understanding, acceptance of ventilation, and validation of feelings and concerns. They may also offer active coping assistance such as offering of information or advice.

Hypothesis 6e: The negative relationship between employees' emotional demands and their OCB is moderated by the level of organisational job resources (transformational leadership, team communication, and performance feedback) from their colleagues, such that this relationship is weaker at higher levels of job resources (transformational leadership, team communication, and performance feedback).

Hypothesis 6f: The positive relationship between employees' emotional demands and their CWB is moderated by the level of organisational job resources (transformational leadership, team communication, and performance feedback) from their colleagues, such that this relationship is weaker at higher levels of job resources (transformational leadership, team communication, and performance feedback).

Chapter 6: Research Methodology

The researcher obtained permission from the Human Resource manager of a large fast paced service industry to request participation from the employees. These individuals were recruited via an email distributed to them by an employee website. To be eligible, a person had to be working within the industry and at least 15 years old. Interested parties were directed to an online survey website where they read a consent letter and were asked to complete a number of measurements (described below). Participation was voluntary and anonymous. After two, seven, and thirteen days the participants were sent a reminder to complete the survey via email as well as thanking those that had already completed the survey. The researcher also visited the companies within the Auckland region in order to introduce herself and provide a reminder for the employees to complete the survey. The researcher rang some of the companies in the other regions in order to ask the managers to remind their employees about the survey. This ensured that participation was not restricted to those who checked their emails.

The measures of this study were reviewed and approved by the Human Ethics committee at Massey University as a low risk notification. Participation within the study implied consent. Appendix A contains the letter from the Human Ethics committee. A copy of the survey can be found in Appendix B.

6.1. Participants

Participants were 223 employees within New Zealand. Of the 223 respondents, two respondents did not complete the measures sufficiently and their data had to be discarded,

leaving a total of 221 participants. One hundred and fourteen of the 223 participants were male (51.1%); 109 participants were female (48%). The length of time that participants had been with the organisation varied from one month to 205 months (17 years), with the mean being 33.84 months (2.8 years). Age varied from 15 years of age onwards, with the mean being between 21 to 26 years of age; 46.8 percent of participants fell between this range. To ensure anonymity, no names, ethnicities, or information on specific places of employment were collected.

6.2. Measures

Counterproductive work behaviour was assessed using a shortened version of Spector's (1994) 45 item survey. Robinson and Bennett's (1995) 19-item survey measures 19 negative behaviours and respondents indicate whether they have engaged in such behaviour at work, with responses 1 (never) to 7 (always). Respondents who scored higher on the score were assumed to be engaging in more CWB ($\alpha = .94$). A sample item of the scale is 'purposely did your work incorrectly'.

Organisational citizenship behaviour. The 12 item survey on OCB proposed by Organ (1988) has been widely used to measure positive extra-role behaviours (Williams & Anderson, 1991; Podsakoff, MacKenzie, Morrison, & Fetter, 1990). Respondents indicated how often on a scale ranging from 1 (never) to 7 (always), they had engaged in each of the 12 behaviours listed in the survey e.g. 'going out of your way to help a new colleague'. Positive behaviours were recoded so that high scores indicated more OCB, calculated as the mean score across the 12 items ($\alpha = .91$).

Workload. Four items from Karasek's (1985) Job Content Instrument asked respondents how hard they have to work while at work. Responses ranged from 1 (never) to 4 (always). The questions were recoded so that high scores indicated more workload, calculated as the mean score across the 4 items ($\alpha = .87$).

Interpersonal Conflict was assessed using the 5 item Interpersonal Conflict at Work Scale (ICAW), which has been widely used by studies on conflict (Spector & Jex, 1998). Respondents indicated how often, on a scale ranging from 1 (never) to 4 (always) they had experienced interpersonal conflict within their workplace e.g. 'how often have you had a disagreement with your colleagues?' Higher scores indicated more interpersonal conflict, calculated as the mean score across the 5 items ($\alpha = .91$).

Emotional Demands. The Questionnaire on the Experience and Expectations of Work (QEEW) research has been used widely to measure emotional demands (Van Veldhoven & Meijman, 1994). Respondents indicated how often, on a scale ranging from 1 (never) to 4 (always), they had experienced each of the 7 emotional demand items while at work e.g. 'had difficult customers at work'. Higher scores indicated that the participant was experiencing more emotional demands within their work environment, calculated as the mean score across the 7 items ($\alpha = .92$).

Transformational Leadership. Five items from the Multifactor Leadership Questionnaire (MLQ- Form 5X), the most commonly used measure of transformational leadership, were used in the study. Respondents indicated how often on a scale of 1 (never) to 4 (always) they experienced transformational leadership from their superiors e.g. 'does your

manager motivate you to pursue the mission of the organisation?’ Higher mean scores represented stronger experiences of transformational leadership ($\alpha = .94$).

Team Communication was measured using 7 items from the QEEW research (Van Veldhoven & Meijman, 1994). Respondents indicated how often on a scale of 1 (never) to 4 (always) they received team communication e.g. ‘Do your superiors and team members clearly communicate information to you?’ Respondents who scored higher indicated that they were receiving more team communication, calculated as the mean score across the 7 items ($\alpha = .89$).

Performance Feedback. The 3 item Experience and Assessment of Work Research developed by Van Veldhoven and Meijman (1994) has been widely used to measure performance feedback. Respondents indicated how often on a scale ranging from 1 (never) to 4 (always) they received performance feedback from their organisation e.g. ‘I get enough feedback about the outcome of my work’. Respondents who scored higher indicated that they were receiving more performance feedback, calculated as the mean score across the 3 items ($\alpha = .93$).

Job Satisfaction was operationalised using 6 items selected from the 18 item index developed by Brayfield and Rothe (1951) which has been used widely to measure job attitudes (Brooke, Russell, & Price, 1988). Respondents indicated their level of job satisfaction on a scale of 1 (strongly disagree) to 6 (strongly agree). Items were recoded so that a higher score indicated more job satisfaction, calculated as the mean score across the 6 items ($\alpha = .97$).

Turnover Intentions. The 3 item version of O'Driscoll and Beehr's (1994) Turnover Intentions scale was used to measure turnover intentions. Respondents indicated their level of turnover intentions on a scale of 1 (strongly disagree) to 6 (strongly agree). Items were recoded so that a higher score indicated more turnover intentions, calculated as the mean score across the 3 items ($\alpha = .97$).

6.3. Outliers

Outliers were dealt with in two phases: identification and handling. The presence of outliers were identified using two best-practice techniques recommended by Field (2005). First, boxplots for each variable were created and inspected. Some extreme outliers were found to be present. Second, all scores were converted to z-scores to determine the distance of each score from the mean in standard deviation units. Outliers were determined as those z-scores greater than or equal to plus or minus 3.29 (Field, 2005). Using this criterion, outliers were identified for the scale of OCB. Handling of such outliers involved manually changing the mean scores for the outliers so that they were plus or minus three standard deviations from the mean (Field, 2005). In doing so, the error variance and skew of an item are reduced but the relative ranking of scores within the distribution of an item is preserved (Field, 2005). Once outliers were attended to, boxplots were assessed again and no outliers were found.

6.4. Normality

To check that a scale was normally distributed, two tests were conducted. First, histograms were created for each scale to inspect differences between frequencies expected under a normal distribution and obtained frequencies. From this analysis, it appeared that all scales showed deviations from normality, and that each of these scales appeared to be

bimodal. Second, a more accurate test of normality was conducted where both the skewness (distribution symmetry) and kurtosis (distribution peakedness) statistics of each scale were converted to z-scores. This conversion involved the skewness and kurtosis value of each item being divided by its standard error. Skewness and kurtosis z-scores that were found to have an absolute value of greater than, or equal to, plus or minus two, indicated that item was not normally distributed (Field, 2005). Using this criterion, all scales were found to be either positively or negatively skewed, and in most cases kurtotic.

The Kolmogorov-Smirnov test was used to test the normality of the data at the independent variable level for each criterion and predictor used in the study. The test showed that all variables violated the assumption of normality as they all had a significance level below the 1% range ($p < .01$). This test revealed that the deviations noticed in the histograms were significant. To handle the non-normality of items, scores were transformed, however this did not fix the normality of the data, thus a medium split was used.

6.5. Factor Analysis

Principal Component Analysis with varimax rotation was carried out on 3 factors of job demands (workload, interpersonal conflict, emotional demands) and 3 factors of job resources (transformational leadership, team communication, performance feedback) to see if they could be related to each other and combined into one construct.

The analysis showed that both interpersonal conflict and emotional demands were highly related to each other and thus could be combined into one scale. Workload was independent to these two scales. These results could be because both interpersonal conflict and emotional demands draw upon the psychometric aspects of the job and thus the

participants are responding to these two scales in a similar way. Workload is physical, thus participants respond to this scale differently.

The analysis also demonstrated that team communication and performance feedback were highly related to each other and could be combined into one scale. This means that participants responded to these two scales in a similar way. Transformational leadership was independent to these two scales. This could be because good communication is needed in order to provide performance feedback thus participants are rating these scales as being similar. Transformational leadership is independent as the scale mainly focusses on one individual, namely the manager.

6.8. Data Analysis

Bivariate relationships on the non-parametric data were analysed using Spearman's rank-order correlation analyses for continuous variables and point-biserial correlation analyses for dichotomous variables. Hypotheses were treated using binary logistic regression.

Mediation was analysed using the steps laid out by Baron and Kenny (1986). These steps are outlined in Figure 3: a) The independent variable is a significant predictor of the dependent variable; b) The independent variable is a significant predictor of the mediator; c) The mediator is a significant predictor of the dependent variable, while controlling for the independent variable (the previously significant path between the independent and dependent variable should now be greatly reduced if not non-significant; Baron & Kenny, 1986).

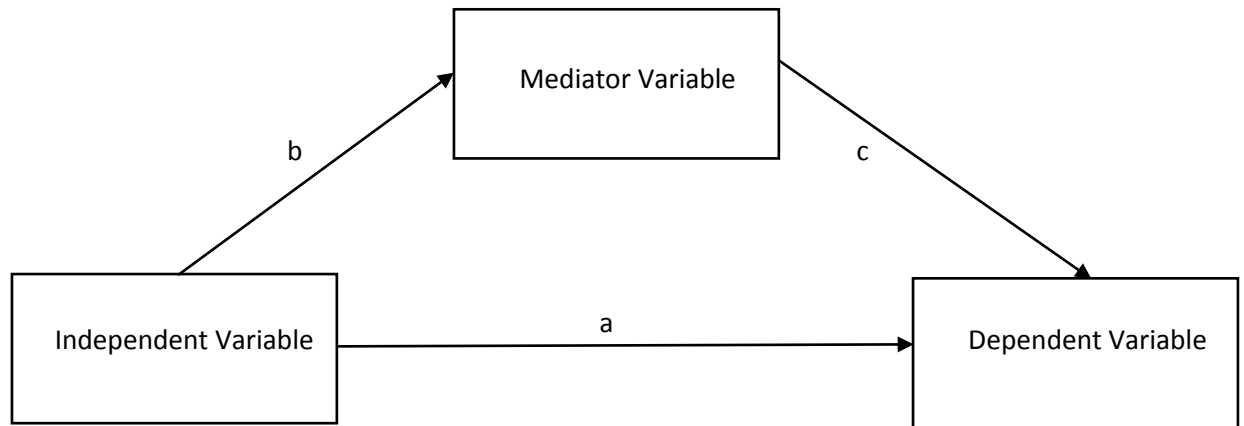


Figure 3. A Simple Statistical Mediation Model (adapted from Baron & Kenny, 1986, p. 1176).

Binary logistic regression was used to analyse moderation.

Chapter 7: Results

7.1. Bivariate Correlations

Spearman's rank-order coefficient was used to investigate the relationships between demographic variables (age and tenure) on the predictor and criterion variables in the study. Tenure was negatively and significantly related to job satisfaction and OCB while being positively correlated with CWB and turnover intentions (Table 1). Age was positively and significantly related to workload which indicates that older participants reported more workload within the study (Table 1).

Point-biserial correlation was used to investigate the relationships between gender on the predictor and criterion variables in the study. As the scale for gender was coded as 1 (male) or 2 (female), positive scores indicate higher female responses and negative scores indicate more male responses. Using this scale, the results indicated that females perceived higher levels of workload and had more turnover intentions than males (Table 1). Males reported higher team communication/performance feedback and engaged in more OCB than females (Table 1).

These results show that the demographic variables measured did have a significant relationship to some of the scales used in the study. However, effect sizes were small and so demographic variables were not included as control variables in the binary logistic analysis.

Table 1. *Bivariate Correlations of Study Variables and Demographics*

	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
1. Workload	1.00										
2. Interpersonal Conflict/ Emotional Demands.	.18**	1.00									
3. Transformational Leadership	-.61**	-.10	1.00								
4. Team Communication/ Performance Feedback	-.54**	-.10	.72**	1.00							
5. Job Satisfaction	-.73**	-.11	.65**	.59**	1.00						
6. OCB	-.73**	-.08	.68**	.66**	.84**	1.00					
7. CWB	.41**	.63**	-.32**	-.24**	-.43**	-.35**	1.00				
8. Turnover Intentions	.71**	.09	-.69**	-.61**	-.88**	-.82**	.42**	1.00			
9. Age	.21**	.09	-.09	-.03	-.06	-.09	.05	.09	1.00		
10. Tenure (months)	.45	.09	-.35	-.27	-.38**	-.41**	.22**	.41**	.48**	1.00	
11. Gender	.15*	.01	-.09	-.12*	-.06	-.12*	.05	.13*	.03	.09	1.00

Note. n= 221; ** Correlation is significant at the .01 level (1-tailed); * Correlation is significant at the .05 level (1-tailed).

7.2. Direct Effects of Job Demands, Job Resources, OCB, and CWB on Turnover Intentions

The Hypotheses 1a, 1b, 1c, and 1d regressed turnover intentions on job demands, job resources, OCB, and CWB. A test of the full model against a constant only model was

statistically significant, indicating that the predictors as a set reliably distinguished turnover intentions ($\chi^2 = 149.86$, $p < .001$), explaining between 49% to 66% of the variance (Cox and Snell $R^2 = .49$, Nagelkerke $R^2 = .66$). The Hosmer and Lemeshow statistic had a significance of .79 which means that it was not statistically significant and therefore the model was quite a good fit. Prediction success overall was 82.8% (86.7% for people with low turnover intentions and 79.7% for people with high turnover intentions).

Hypothesis 1a was partially supported as transformational leadership was the only job resource to make a significant, negative, contribution to turnover intentions. This suggests that employees with leaders who inspire higher levels of morale and motivation are likely to have less intention to leave the organisation than employees' who do not have this resource. Hypothesis 1d was also supported which suggests that employees who are engaging in high levels of OCB are less likely to be behaving with a conscious intention to seek other jobs (Table 2).

Table 2. *Main Effects of Job Resources, Job Demands, OCB, and CWB on Turnover Intentions*

Predictors	B(SE)	Wald	Odds Ratio
Transformational leadership	-1.26* (.50)	6.39	.28
Team communication/ Performance feedback	1.05(.59)	3.22	2.86
Workload	.59 (.41)	2.10	1.82
Interpersonal conflict/ Emotional demands.	-.66 (.75)	6.39	.52
OCB	-1.82**(.44)	17.41	.16
CWB	-.18 (.29)	.39	.83
Model χ^2 (6) = 149.86, $p < .001$.49 (Cox & Snell) , .66 (Nagelkerke)		
Hosmer & Lemeshow test χ^2 (8)= 4.73, $p = .79$			

Note. $p < .01$ ** $p < .05$ *.

7.3. Effects of Job Demands and Job Resources on CWB

In order to find support for Hypothesis 2a and 2c, CWB was regressed on job demands and job resources. A test of the full model against a constant only model was statistically significant, indicating that the predictors as a set reliably distinguished CWB ($\chi^2 = 138.80$, $p < .001$), explaining between 47% to 62% of the variance (Cox and Snell $R^2 = .47$, Nagelkerke $R^2 = .62$). The Hosmer and Lemeshow statistic had a significance of .22 which means that it was not statistically significant and therefore the model was quite a good fit. Prediction success overall was 81.9% (85.3% for people low on CWB and 78.6% for people high on CWB).

Hypotheses 2a was supported as job demands made a significant, positive effect on CWB. This suggests that as either workload and/or interpersonal conflict/emotional demands increased, employees are more likely to engage in negative extra role behaviours. The analysis found no support for Hypothesis 2c (Table 3).

Table 3. *Main Effects of Job Resources, Job Demands on CWB*

Predictors	B(SE)	Wald	Odds Ratio
Transformational Leadership	-.31(.45)	14.07	.73
Team communication/ Performance feedback	.03(.48)	45.85	1.03
Workload	1.16**(.31)	.49	3.19
Interpersonal conflict/ Emotional demands.	2.81* (.42)	.00	16.68
Model χ^2 (4) = 138.80, $p < .001$.47 (Cox & Snell), .62 (Nagelkerke)		
Hosmer & Lemeshow test χ^2 (8) = 10.72, $p = .22$			

Note. $p < .01$ ** $p < .05$ *.

7.4. Direct Effects of Job Demands, Job resources on OCB

To investigate Hypothesis 2b and 2d the direct effect of both job demands and job resources on OCB were explored (Table 4). A test of the full model against a constant only model was statistically significant, indicating that the predictors as a set reliably distinguished OCB ($\chi^2 = 186.15$, $p < .01$), explaining between 57% to 76% of the variance (Cox and Snell $R^2 = .57$, Nagelkerke $R^2 = .76$). The Hosmer and Lemeshow statistic had a significance of .31 which means that it was not statistically significant and therefore the model was quite a good fit. Prediction success overall was 89.6% (86.4% for people low on OCB and 92.8% for people high on OCB).

Hypothesis 2b was partially supported. With higher levels of team communication/performance feedback within the organisation in the study, organisational citizenship behaviours are likely to increase (Table 4). Hypothesis 2d was also partially supported. As workload increased, employees' engagement in OCB declined. This suggests that the amount of work that is expected to be done within a specific time period may directly influence whether or not employees engage in OCB (Table 4).

Table 4. *Main Effects of Job Resources, Job Demands on OCB*

Predictors	B(SE)	Wald	Odds Ratio
Transformational leadership	-.18 (.58)	.10	.83
Team communication/ Performance feedback	1.99*(.72)	7.66	7.37
Workload	-2.42** (.39)	37.96	.09
Interpersonal conflict/ Emotional demands.	.31 (.41)	.55	1.36
Model χ^2 (4) = 186.15, $p < .001$.62 (Cox & Snell), .76 (Nagelkerke)		
Hosmer & Lemeshow test χ^2 (8) = 9.37, $p = .31$			

Note. $p < .01^{**}$ $p < .05^*$.

7.5. Job Satisfaction as a Mediator between Job Resources and OCB

In support for Hypothesis 5a the relationship between job resources and OCB was fully mediated by job satisfaction. As Table 5 illustrates, the relationship between job resources and OCB (Table 5, Step 1; Hypothesis 2b) along with job resources and job satisfaction (Table 5, Step 2; Hypothesis 4d, 4e and 4f) were significant, as was the relationship between job satisfaction and OCB (Table 5, Step 3; Hypothesis 3b). When OCB was regressed on both the job resources and job satisfaction, the job resources of transformational leadership, and team communication/performance feedback became insignificant. Job satisfaction remained significant, giving support that job satisfaction is a significant predictor of OCB while controlling for job resources (Table 5, Step 4). Job satisfaction mediated the relationship between job resources and OCB, giving support to Hypothesis 5a.

Table 5. *Job Satisfaction as a Mediator between Job Resources and OCB*

Dependent Variable	Predictors	B(SE)	Wald	Odds Ratio
Step 1	Transformational leadership	1.17** (.39)	8.82	3.23
OCB	Team communication/ Performance feedback	1.65** (.49)	11.08	5.18
	Model χ^2 (2) = 118.59, p<.001	.42 (Cox & Snell), .55 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 7.64, p=.45			
Step 2	Transformational leadership	1.33** (.38)	12.27	3.77
Job Satisfaction	Team communication/ Performance feedback	.97* (.43)	4.98	2.64
	Model χ^2 (2) = 94.02, p<.001	.35 (Cox & Snell), .46 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 9.29, p=.32			
Step 3	Job satisfaction	2.81** (.53)	27.94	16.57
OCB	Model χ^2 (1) = 208.15, p<.001	.61 (Cox & Snell), .81 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 4.81, p=.78			
Step 4	Transformational leadership	-.64 (.75)	.74	.53
OCB	Team communication/ Performance feedback	1.85 (.94)	3.85	6.37
	Job satisfaction	2.81** (.58)	23.57	16.54
	Model χ^2 (3) = 212.82, p<.001	.62 (Cox & Snell), .82 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 3.11, p=.93			

Note. $p < .01$ ** $p < .05$ *.

7.6. Job Satisfaction as a Mediator between Job Demands and CWB

Hypothesis 5b states that job satisfaction mediates the relationship between job demands and CWB. As Table 6 illustrates, the relationship between job demands and CWB (Table 6, Step 1 [giving partial support to Hypothesis 2a]) along with job satisfaction and CWB (Table 6, Step 3; Hypothesis 3a) were statistically significant. For the direct effect between job demands and job satisfaction only workload was statistically significant (Table 6, Step 2); giving support for Hypothesis 4a. When CWB was regressed on both the job demands and job satisfaction, workload became insignificant and job satisfaction remained significant, giving

support that job satisfaction is a significant predictor of CWB while controlling for workload and interpersonal conflict/emotional demands (Table 6, Step 4). Job satisfaction mediated the relationship between workload and CWB giving partial support to Hypothesis 5b.

Table 6. *Job Satisfaction as a Mediator between Job Demands and CWB*

Dependent Variable	Predictors	B(SE)	Wald	Odds Ratio
Step 1	Workload	1.36** (.23)	35.14	3.90
CWB	Interpersonal conflict/ Emotional demands	2.82** (.42)	45.26	16.79
	Model χ^2 (2) = 137.89, $p < .001$.46 (Cox & Snell), .62 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8) = 7.98, $p = .44$			
Step 2	Workload	-2.44** (.30)	64.92	.99
Job Satisfaction	Interpersonal conflict/ Emotional demands	-.01 (.34)	.00	.09
	Model χ^2 (2) = 143.74, $p < .001$.49 (Cox & Snell) .64 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8) = 13.28, $p = .10$			
Step 3	Job satisfaction	2.69** (.10)	42.54	.51
CWB	Model χ^2 (1) = 51.47, $p < .001$.21 (Cox & Snell), .28 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8) = 5.87, $p = .66$			
Step 4	Workload	.42 (.41)	.74	.53
CWB	Interpersonal conflict/ Emotional demands	2.96** (.44)	3.85	6.37
	Job satisfaction	-.64* (.25)	6.82	.53
	Model χ^2 (3) = 144.99, $p < .001$.48 (Cox & Snell), .64 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8) = 9.26, $p = .32$			

Note. $p < .01$ ** $p < .05$ *.

7.7. Job Satisfaction as a Mediator between Job Demands and OCB

Hypothesis 5c was partially supported. The relationship between job demands and OCB (Table 7, Step 1), along with job demands and job satisfaction (Table 6, Step 2) were statistically significant for workload but not for the job demands of interpersonal

conflict/emotional demands. This gave partial support for Hypothesis 2d and fully supported Hypothesis 4a. The direct relationship between job satisfaction and OCB (Table 5, Step 3) was also statistically significant giving support for Hypothesis 3b. When OCB was regressed on both the job demands and job satisfaction (Table 7, Step 2), workload became less significant indicating that job satisfaction mediated the relationship between workload and OCB.

Table 7. *Job Satisfaction as a Mediator between Job Demands and OCB*

Dependent Variable	Predictors	B(SE)	Wald	Odds Ratio
Step 1	Workload	-2.77** (.34)	67.74	.06
OCB	Interpersonal conflict/ Emotional demands	-.23 (.38)	.37	1.26
	Model χ^2 (2) = 166.55, p<.001	.53 (Cox & Snell), .71 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 23.55, p=.20			
Step 2	Workload	-1.13* (.51)	4.9	.32
OCB	Interpersonal conflict/ Emotional demands	.16 (.49)	.10	1.17
	Job satisfaction	2.39** (.57)	17.53	10.92
	Model χ^2 (3) = 213.87, p<.001	.62 (Cox & Snell), .83 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 4.85, p=.77			

Note. p < .01** p < .05 *.

7.8. Job Satisfaction as a Mediator between Job Resources and CWB

Hypothesis 5d was partially supported in that job satisfaction mediated the relationship between transformational leadership and CWB. The relationship between transformational leadership and CWB (Table 8, Step 1; giving partial support to Hypothesis 2c) along with job resources and job satisfaction (Table 5, Step 2; Hypothesis 4d, 4e and 4f) were statistically significant, as was the relationship between job satisfaction and CWB (Table 6, Step 3; Hypothesis 3a). When CWB was regressed on transformational leadership, team communication/performance feedback and job satisfaction, transformational leadership

became insignificant. Job satisfaction remained significant, giving support that job satisfaction is a significant mediator between CWB and transformational leadership (Table 8, Step 2).

The job resources of team communication/performance feedback did not fully support the steps for mediation due to their direct effect with CWB being insignificant (Table 8, Step 1). In saying this, recent discussions of mediation (Hayes, 2009) indicate that the presence of direct relationship between the independent variables (i.e. team communication/performance feedback) and dependent variable (i.e. CWB) is not a prerequisite of a mediation effect. This is because the individual paths between the mediator variable on the one hand, and the dependent variables on the other hand might mask the direct relationship between the latter two variables, particularly when at least one of the relationships is negative. Such relationships are referred to as inconsistent mediation, i.e. a mediation effect can exist even if there is no overall relationship between the independent and dependent variables (MacKinnon, Fairchild, & Fritz, 2007).

Table 8. *Job Satisfaction as a Mediator between Job Resources and CWB*

Dependent Variable	Predictors	B(SE)	Wald	Odds Ratio
Step 1 CWB	Transformational leadership	-.69* (.29)	5.49	.50
	Team communication/ Performance feedback	-.27 (.35)	.62	.76
	Model χ^2 (2) = 30.32, p<.001	.13 (Cox & Snell), .17 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 10.00, p=.27			
Step 2 CWB	Transformational Leadership	-.16 (.34)	.23	.85
	Team communication/ Performance feedback	.17 (.39)	.19	1.19
	Job satisfaction	-.66** (.16)	17.80	.52
	Model χ^2 (3) = 51.73, p<.001	.21 (Cox & Snell), .28 (Nagelkerke)		
	Hosmer & Lemeshow test χ^2 (8)= 5.94, p=.65			

Note. $p < .01$ ** $p < .05$ *.

7.9. Job Resources as a Moderator of the Relationship between Workload and OCB

Hypothesis 6a examined whether job resources would moderate the relationship between workload and OCB. The model was significant ($\chi^2 = 193.77$, $p < .001$), explaining between 58% to 78% of the variance (Cox and Snell $R^2 = .58$, Nagelkerke $R^2 = .78$). The Hosmer and Lemeshow test was not significant ($H-L = .13$), therefore the model was a moderately good fit for the data.

Workload was statistically related to less OCB while team communication/performance feedback were related to more occurrences of OCB. The interactions between workload and transformational leadership, and between workload and team communication/performance feedback were statistically significant (Table 9).

Figures 4 and 5 show evidence for two-way moderation effects, although huge problems in predicting moderation using binary logistic regression (Dawson, 2014) exist. There was a negative relationship between OCB and workload, and this effect is more so for employees who receive low team communication/performance feedback than those who receive high team communication/performance feedback (Figure 4). Similarly, when transformational leadership was high, the effect of workload on OCB was less than when transformational leadership was low (Figure 5). Overall, Hypothesis 6a was supported.

Table 9. *Interaction Effects of Job Resources and Workload on OCB*

Predictors	B(SE)	Wald	Odds Ratio
Workload	-2.36**(.60)	15.51	.09
Transformational leadership	-.05 (.69)	.00	.96
Team communication/ Performance feedback	2.57**(.76)	8.82	9.66
Workload X Transformational leadership	2.09*(.96)	4.73	8.10
Workload X Team communication/Performance feedback	-2.19*(.90)	5.93	.11
Workload X Transformational leadership X Team communication/Performance feedback	-.29 (.92)	.83	1.92
Model χ^2 (7) = 193.77, $p < .001$			
Hosmer & Lemeshow test χ^2 (8) = 12.56, $p = .13$			
.58 (Cox & Snell), .78 (Nagelkerke)			

Note. $p < .01$ ** $p < .05$ *.

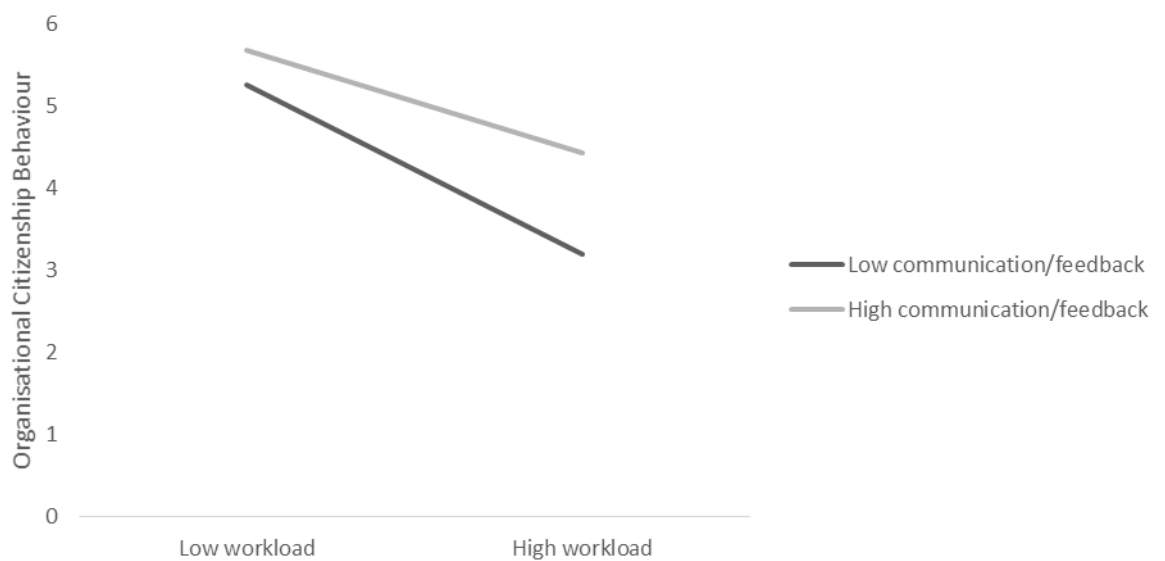


Figure 4. Team Communication/Performance Feedback as a Moderator of the Relationship between Workload and OCB.

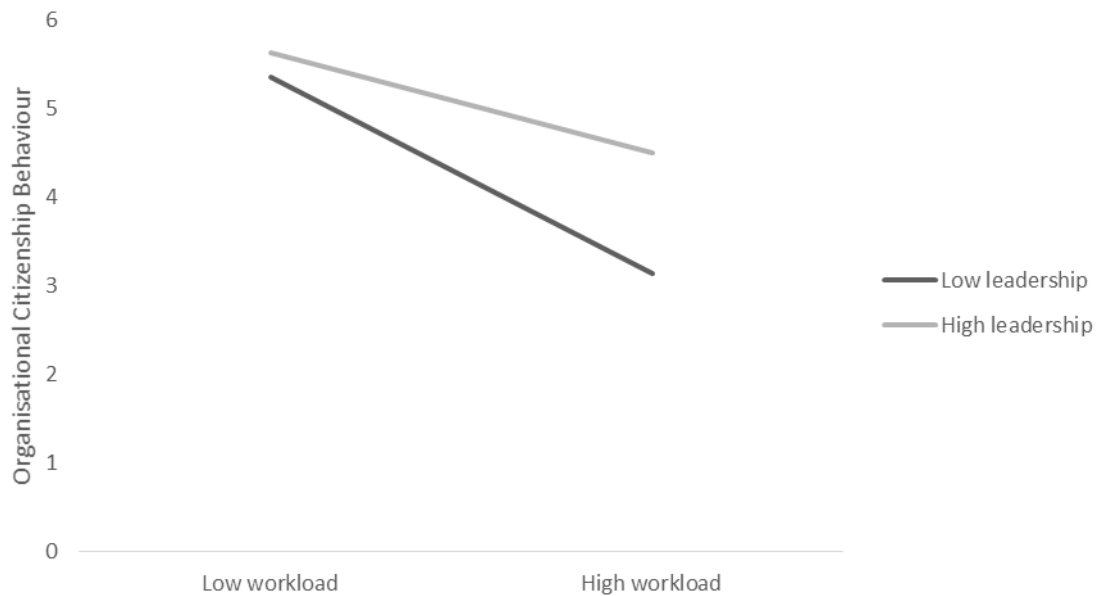


Figure 5. Transformational Leadership as a Moderator of the Relationship between Workload and OCB.

7.10. Job Resources as a Moderator of the Relationship between Workload and CWB

Hypothesis 6b states that the positive relationship between workload and CWB is moderated by job resources, such that this relationship is weaker at higher levels of job resources. The model was significant ($\chi^2 = 63.752$, $p < .001$), explaining between 25% to 33% of the variance ($-2LL = 242.58$, Cox and Snell $R^2 = .25$, Nagelkerke $R^2 = .33$). The Hosmer and Lemeshow test was not significant ($H-L = .69$), therefore the model was quite a good fit for the data.

Workload was significantly related to CWB, in that more workload was related to more CWB. The interactions between workload, transformational leadership, and team communication/performance feedback on CWB were statistically significant (Table 10).

Figures 6 and 7 show evidence for a three way interaction effect. The relationship between team communication/performance feedback and CWB is positive when there is low workload within the study (Figure 6). This effect is more so for participants that also received high transformational leadership than those who recorded low transformational leadership. Interestingly, Figure 7 shows the opposite effect to Figure 6. That is, for participants who reported high workload, the relationship between CWB and team communication/performance feedback was negative, and this effect was more so for participants that received low transformational leadership than those who received high transformational leadership. Overall, Hypothesis 6b was supported.

Table 10. *Interaction Effects of Job Resources and Workload on CWB*

Predictors	B(SE)	Wald	Odds Ratio
Workload	1.54**(.33)	21.42	4.67
Transformational leadership	-.34 (.42)	.68	.71
Team communication/ Performance feedback	-.07 (.46)	.02	.93
Workload X Transformational leadership	-.74 (.47)	2.56	.48
Workload X Team communication/Performance feedback	.38 (.49)	.60	1.47
Workload X Transformational leadership X Team communication/Performance feedback	-.97* (.45)	4.74	.38
Model χ^2 (7) = 63.74, $p < .001$.25 (Cox & Snell), .33 (Nagelkerke)		
Hosmer & Lemeshow test χ^2 (8) = 5.63, $p = .69$			

Note. $p < .01$ ** $p < .05$ *.

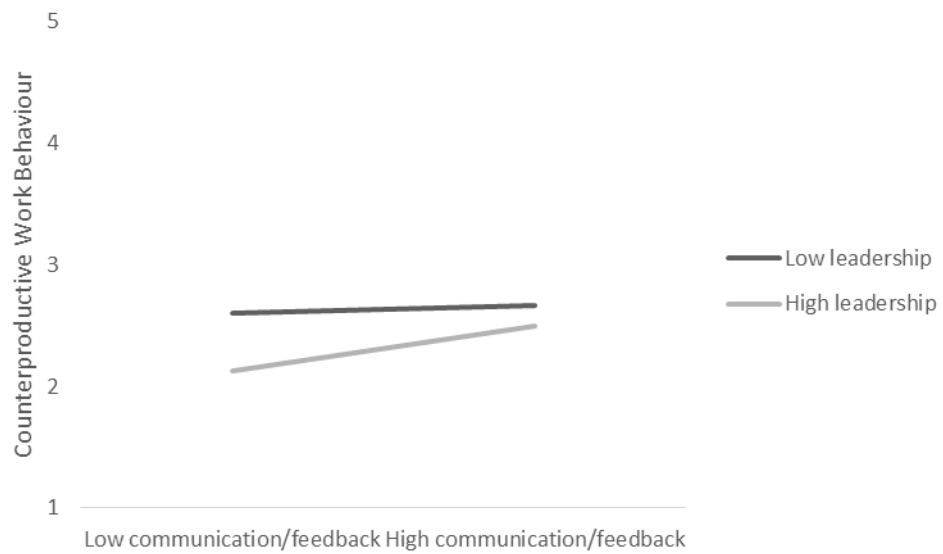


Figure 6. Three Way Interaction between CWB and Job Resources with relation to Low Workload.

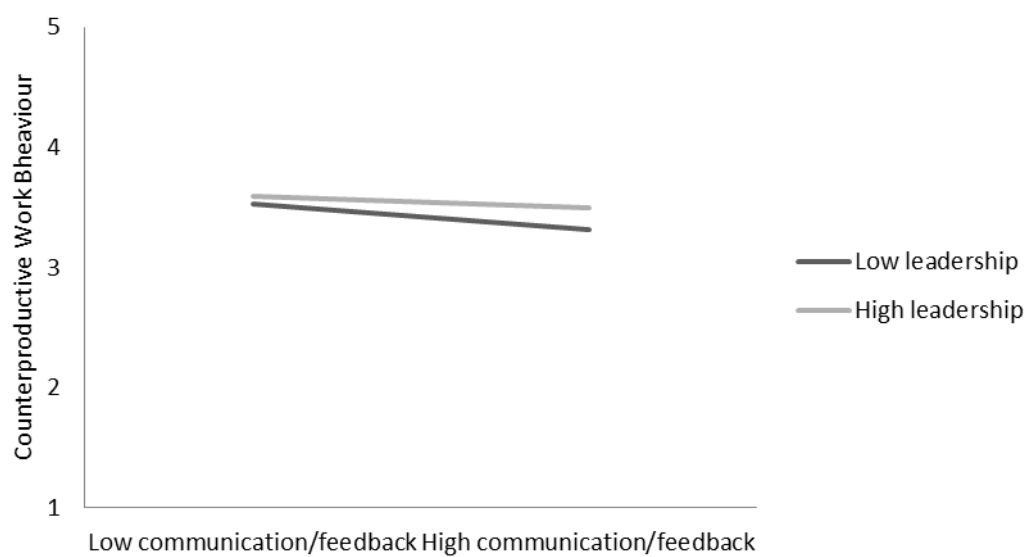


Figure 7. Three Way Interaction between CWB and Job Resources with relation to High Workload.

7.11. Job Resources as a Moderator of the Relationship between Interpersonal Conflict/Emotional Demands and OCB

Due to interpersonal conflict and emotional demands being combined into one scale, Hypothesis 6c and 6e were tested together to argue that job resources would moderate the relationship between OCB and interpersonal conflict/emotional demands. The model was significant ($\chi^2 = 124.67$, $p < .001$), explaining between 43% to 58% of the variance (Cox and Snell $R^2 = .43$, Nagelkerke $R^2 = .58$). The Hosmer and Lemeshow test was non-significant (H-L = .58), which means that the model was a moderately good fit for the data.

Transformational leadership and team communication/performance feedback had a significant and positive effect on OCB, however there were no significant interaction effects between job resources, interpersonal conflict/emotional demands and OCB (Table 11). Overall, Hypothesis 6c and 6e were not supported.

Table 11. *Interaction Effects of Job Resources and Interpersonal Conflict/Emotional Demands on OCB*

Predictors	B(SE)	Wald	Odds Ratio
Interpersonal conflict/Emotional demands	-.38(49)	.58	.69
Transformational leadership	1.09*(.43)	6.58	2.99
Team communication/ Performance feedback	1.98**(.62)	10.33	7.23
Interpersonal conflict/Emotional demands X Transformational leadership	.52 (.66)	.62	1.68
Interpersonal conflict/Emotional demands X Team communication/Performance feedback	-1.04 (.82)	1.59	.35
Interpersonal conflict/Emotional demands X Transformational leadership X Team communication/Performance feedback	-.06 (.80)	.01	.94
Model χ^2 (7) = 124.68, $p < .001$.43 (Cox & Snell), .58 (Nagelkerke)		
Hosmer & Lemeshow test χ^2 (8) = 6.63, $p = .58$			

Note. $p < .01$ ** $p < .05$ *.

7.12. Job Resources as a Moderator in the Relationship between Interpersonal Conflict/Emotional Demands and CWB

The model demonstrating the moderation by job resources of the relationship between CWB and interpersonal conflict/emotional demands, supporting Hypothesis 6d and 6f, was significant ($\chi^2 = 128.13$, $p < .001$), explaining between 44% to 59% of the variance (-2LL = 178.20, Cox and Snell $R^2 = .44$, Nagelkerke $R^2 = .59$). The Hosmer and Lemeshow test was significant at the .05 level (H-L = .04), which means that the model was statistically significant and therefore not a good fit for the data.

The results indicated that there was no evidence of moderation, thus not giving support for Hypothesis 6d and 6f. There were significant direct effects between CWB interpersonal conflict/emotional demands, along with transformational leadership (Table 12).

Table 12. *Interaction Effects of Job Resources and Interpersonal Conflict/Emotional Demands on CWB*

Predictors	B(SE)	Wald	Odds Ratio
Interpersonal conflict/ Emotional demands	2.47**(.59)	17.75	11.89
Transformational leadership	-.91* (.41)	4.89	.40
Team communication/ Performance feedback	-.18 (.48)	.14	.84
Interpersonal conflict/ Emotional demands X Transformational leadership	.78 (.81)	.91	2.17
Interpersonal conflict/ Emotional demands X Team communication/Performance feedback	.62 (.86)	.52	1.86
Interpersonal conflict/Emotional demands X Transformational leadership X Team communication/Performance feedback	.56 (.84)	.44	1.75
Model χ^2 (7) = 128.13, $p < .001$.44 (Cox & Snell), .59 (Nagelkerke)		
Hosmer & Lemeshow test χ^2 (8) = 16.12, $p = .041$			

Note. $p < .01$ ** $p < .05$ *.

Chapter 9: Discussion

This thesis sought to extend previous research by investigating employees' job demands, job resources, and job satisfaction, and their engagement in workplace behaviours (OCB, CWB). Overall, these variables were predicted to be related to employees' intention to quit. An examination of the demographic variables revealed that as age increased, the participants rated their workloads as being higher. A multitude of studies on aerobic capacity and muscular capacity have supported this by suggesting that age is related to decreased physical work capacity (Ilmarinen, 2001; Shephard, 1995). This decreased physical work capacity could make strenuous work more demanding for older employees than their younger counterparts (Aittomaki, Lahelma, Roos, Leino-Arjas, & Martikainen, 2005). Older employees also tend to hold more senior managerial and team leadership roles with more associated responsibilities, which may also be related to perceptions of higher workload (Aittomaki et al., 2005). The workload may be higher for older employees than their younger counterparts because of this.

A review of the research related to gender differences in turnover intentions revealed mixed results. Some studies, including the present one, suggest women reported higher levels of turnover intentions (e.g. Miller & Wheeler, 1992; Moncried, Babakus, Cravens, & Johnson, 2000) than men. These findings may be due to a lack of work life balance on the part of women or because women may have fewer opportunities for advancement (e.g. Blau & Kahn, 1981). Other studies found that men had higher turnover intentions (Smith & Calasanti, 2005). Based on the inconclusiveness of research on gender and turnover intentions, there is need to further investigate gender differences and employees' intentions to quit.

While prior studies have found that women tend to exhibit more organisational citizenship behaviour than men (e.g. Eweje & Brunton, 2010; Cloninger, Ramamoorthy, & Flood, 2011), in this study men were more likely to report engaging in OCB than women. These differences may be because women are expected to engage in certain types of citizenship behaviours (such as being altruistic and courteous) more than men (Beauregard, 2012). As a result of this, women might be rating their OCB lower than men due to the higher expectations they have of themselves as a result of societal constructs (Beauregard, 2012). More research needs to be done in order to support this theory.

The analysis suggested that as tenure increases employees are likely to display more CWB and turnover intentions, along with less job satisfaction and decreased OCB. These results go against prior research (Gable, Hollon, & Dangelo, 1984; Trimple, 2006; Ng & Feldman, 2010; Ucho, Mkavga, & Onyishi, 2012). Participants worked in the food service industry which is known to have high rates of casualization, high turnover (Baldwin & Lafrance, 2012), and this particular organisation has predominantly younger staff. Because the employees are young and normally part time they could view the role as temporary, resulting in intention to quit increasing with tenure. While the organisation does provide career structure, promotions and training, which generally occur with tenure and experience, employees may become dissatisfied and/or be less motivated to engage in OCB if they do not climb up the corporate ladder as fast as they expect. Also, the more familiar a person gets with their job, the less attention they need to dedicate to doing it, which allows employees to focus on other aspects of work or life during their work day which may be counterproductive to their job.

The present study provided preliminary evidence for the potential applicability of the JD-R framework outside the area of burnout research. As far as CWB is concerned, previous research has shown that it may be influenced by a number of organisational stressors (Spector & Fox, 2005). This research showed that participants who reported more workload and interpersonal conflict/emotional demands were more likely to display negative, extra-role behaviours. The study further revealed that organisational environments that require high amounts of workload can be related to an employee to become dissatisfied, influencing CWB.

While the study showed that the negative relationship between workload and CWB could be buffered by job resources, the trend in the results was unexpected. When participants reported low workload, the availability of job resources seemed to strengthen instead of buffer the relationship between low workload and CWB. When participants reported high workload, this effect was reversed, in that the availability of job resources did seem to buffer the relationship between high workload and CWB. If we use the proverb 'an idle mind is the devils workshop' as a metaphor, people with low workload may have higher levels of free time, thus the demand of time on their resources and the level of direction required may be less. A person could potentially be over managed by receiving more instruction than they would require to perform an easy workload. This could build resentment which could be manifested in CWB. Conversely, people with higher workload within the service industry may have a proportionally higher requirement for direction to help them complete that workload in the same period of time, reducing the amount of CWB when transformational leadership and team communication/performance feedback is provided to them. More research needs to be done on job resources as a moderator between workload and CWB to further support this theory.

Interestingly, while the relationship between workload and CWB was buffered by job resources, the relationship between interpersonal conflict/emotional demands and CWB were not. This could be because job resources may influence the effect of workload and interpersonal conflict/emotional demands differently. The availability of transformational leadership and team communication/performance feedback could provide opportunities for employees to express their concerns about workload and for colleagues to understand these concerns. This provides more opportunities for employees to seek each other's advice on how to manage excessive workload and/or for them to highlight how they are not coping with their workload and to get it reduced (Venkataramani et al., 2010). With regards to interpersonal conflict/emotional demands, while these job resources may provide employees with active coping assistance or provide emotional sustenance (Thoitis, 2011), they do not reduce job demands. Thus, transformational leadership and team communication/performance feedback may be more relevant to influencing the effect of workload than interpersonal conflict/emotional demands.

Prior research has also indicated that job resources may influence OCB (Lynch, Eisenberger, & Armeli, 1999; Baran, Shanock, & Miller, 2012; Noblet et al., 2006; Colquitt et al., 2001). The present study showed that employees who perceived higher levels of transformational leadership and team communication/performance feedback were more satisfied with the job and more willing to engage in positive extra-role behaviours. Unexpectedly, transformational leadership was not directly related to OCB (Bass, 1985; Organ, 1988; Podsakoff et al., 1990; Schlechter & Engelbrecht, 2006; Lian & Tui, 2012). Transformational leadership may be indirectly influencing OCB due to its association with job satisfaction. This suggests that job satisfaction felt when working in an environment with

transformational leadership, rather than the motivating potential of transformational leadership, contributes to OCB among this group of food service workers.

Previous research has mostly focused on positive factors that lead to OCB and the negative factors that lead to CWB. This thesis also looks at the positive motivating factors related to CWB, and the negative stress inducing factors that may be related to OCB. Workload was found to have a negative impact on OCB, and this relationship was mediated by job satisfaction. The negative impact that workload has on OCB can be attenuated by transformational leadership and team communication/performance feedback. These findings are in line with prior research (e.g. Allen & Meyer, 1990; Schaninger & Turnipseed, 2005, Van der Doef & Maes, 1999).

This study did not find any evidence for interpersonal conflict/emotional demands influencing OCB or for job satisfaction being a mediator in this relationship. Interestingly, research has often concluded that interpersonal conflict and emotional demands have stronger relationships than workload with various employee reactions, such as job satisfaction, organisational commitment, and OCB (e.g. Fried et al., 2008; Jackson & Schuler, 1985). Gilboa, Shirom, Fried, and Cooper (2008) suggested that this may be due to how employees appraise these role stressors. They argued that employees evaluate each stressor on two basic dimensions. The first dimension, hindrance, refers to the extent to which a stressor is considered as threatening and impeding to individuals' work achievements. The second dimension, challenge, refers to the extent to which a stressor is viewed as a potential learning and achievement opportunity. Workload may be regarded as a threat because it represents an overwhelming demand on employees which may exceed their abilities or coping resources, and can also derive from employees taking on or being given more challenging tasks (Eatough

et al., 2011). If these responsibilities are too high it could impede an individual's work achievements and may also leave little spare time or energy for engaging in extra-role behaviour. The findings on interpersonal conflict and emotional demands are less easy to explain. Interpersonal stressors are often seen as highly demanding and salient but few studies have examined the sources of interpersonal stress. In a retail, customer-focused environment in which most social interactions with customers are transactional in nature, it may be that some level of negative interpersonal interactions is seen as 'part of the job' and employees appraise these job demands as being less stressful. This suggests that the way that employees view job demands could influence the impact that they have on workplace behaviours.

Job resources had no significant relationship with CWB but the reasons for this are unclear. Possibly the hypothesised motivating effect of job resources had no influence on whether or not an employee will engage in CWB, but more research needs to be done in this area. Another explanation is that the relationship between job resources and CWB is being influenced by job satisfaction. The study suggested that the job satisfaction felt when working in an environment with job resources, rather than the motivating potential of these job resources, decreases CWB among this group of employees working in the service industry.

Turnover intentions are related to a wide range of variables including transformational leadership and OCB (Chen et al., 1998, Coyne & Ong, 2007). Interestingly, this study found no relationship between team communication/performance feedback, job demands and CWB with turnover intentions, going against some of the prior research in this field (e.g. Cohen et al., 2013; Moore, 2002; Wunder et al., 2001). These results could be because other variables are influencing this relationship. More research needs to be done to further explore the processes that lead to turnover intentions.

9.1. Limitations

This study is cross-sectional and cannot establish causality. Reverse causation or other intervening variables cannot be ruled out. Further research is needed to establish whether job demands and job resources are causally related to workplace behaviours. As is often the case in organisational research, longitudinal studies are required to identify causal processes. The workplace behaviour field in particular is lacking research into successful interventions to reduce CWB and increase OCB; more work on 'best practice' in managing this issue is required.

The second important limitation of the present study is its lack of generalisation to the entire working population. This study has focussed on employees working within a fast paced, food service industry. The sample population was quite young and had a comparatively short tenure. While this is a relatively under-researched group, the nature of the job and industry in terms of irregular working hours, lack of control, and direct customer interaction may also have a negative impact on the results of the study.

Participation in the current research was voluntary. As a result of this, participants were self-selected. It has been shown that participants who self-select and respond to organisation research surveys report higher levels of satisfaction with their job and exhibit more OCB than those who do not respond (Rogelberg et al., 2000). This threatens external validity as generalised conclusions about the current research may potentially be biased (Rogelberg et al., 2003).

9.2. Future Research

Future research needs to take steps to control the effects of common method variance. One way to accomplish this is by designing the study so that the measures of the predictor and criterion variables are obtained from difference sources (Borman, White, & Dorsey, 1995). For example by linking participant reports of OCB and CWB to supervisor and/or co-worker reports, common method variance should be reduced.

This study has focussed in the generalizability of the processes implied by the JD-R model, namely the health impairment process and motivational process. There is a need to test the JD-R model comprising CWB and OCB in different occupations, and to test the JD-R model by considering other outcomes (including specific forms of OCB and CWB) and perhaps other mediating variables.

Research is also needed on the potential impact that culture might have on voluntary workplace behaviours. As New Zealand has a multicultural society, various cultures may affect the amount of OCB and CWB observed in organisations, perceptions of job demands and job resources. For example, Moorman and Blakely (1995) found that cultural differences can partially predict OCB in individuals with collectivistic compared to individualistic values tend to display more OCB. In a study conducted on Americans and Indians (Lakshmi, Menon, & Spector, 1999), it was found that perceptions of stress and coping strategies differ across the two cultures. For Americans, work overload and lack of autonomy were the main source of stress, and supervisor support was the most important source of social support. For Indians, lack of clarity was the main source of job stress with family support being the most important

source of social support. Therefore, future research needs to articulate and test the effects of cultural differences on relationships between OCB, CWB and other variables.

9.3. Practical Implications

In this fast-moving, young sector with high turnover, organisations which aim to influence workplace behaviours such as OCB and CWB need to look closely at their workplace environment. The important role of transformational leadership, team communication, and performance feedback is increasingly being recognised in establishing norms for appropriate behaviour at work. An organisational culture that provides these resources is one that is likely to decrease the effect of job demands and increase OCB as well as decrease CWB. In saying this, the amount of job resources that organisations provide their employees needs to depend on the level of job demands that employees encounter, otherwise these job resources might be related to an increase in negative workplace behaviours.

9.4. Conclusion

This study makes an interesting contribution to the job stress-motivation literature by providing evidence for the potential applicability of the JD-R model outside the area of burnout and engagement research. Specifically, this study found that the health impairment process postulated by the model (Bakker & Demerouti, 2007) also emerges when using a different strain indicator such as CWB. The motivational process assumed by the model also emerges when using OCB. Second, this study has found support for the notion that job satisfaction, may play a crucial mediating role in the stress, motivation process. Third, whereas limited evidence in support of the buffering hypothesis of the JD-R model has been provided by previous

research (Bakker et al., 2005; Xanthopoulou et al., 2007), this study has provided some evidence that job resources may moderate the effect that workload has on both OCB and CWB.

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Appendix A

10 March 2014

Claire Buchs

3/12 Memorial Avenue

Mt Roskill

Auckland 1041

Dear Claire

Re: Job demands, job resources and behaviour at work

Thank you for your Low Risk Notification which was received on 6 March 2014.

Your project has been recorded on the Low Risk Database which is reported in the Annual Report of the Massey University Human Ethics Committees.

You are reminded that staff researchers and supervisors are fully responsible for ensuring that the information in the low risk notification has met the requirements and guidelines for submission of a low risk notification.

The low risk notification for this project is valid for a maximum of three years.

Please notify me if situations subsequently occur which cause you to reconsider your initial ethical analysis that it is safe to proceed without approval by one of the University's Human Ethics Committees.

Please note that travel undertaken by students must be approved by the supervisor and the relevant Pro Vice-Chancellor and be in accordance with the Policy and Procedures for Course-Related Student Travel Overseas. In addition, the supervisor must advise the University's Insurance Officer.

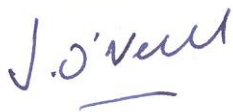
A reminder to include the following statement on all public documents:

"This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named above are responsible for the ethical conduct of this research."

If you have any concerns about the conduct of this research that you wish to raise with someone other than the researcher(s), please contact Professor John O'Neill, Director (Research Ethics), telephone 06 350 5249, e-mail humanethics@massey.ac.nz."

Please note that if a sponsoring organisation, funding authority or a journal in which you wish to publish requires evidence of committee approval (with an approval number), you will have to provide a full application to one of the University's Human Ethics Committees. You should also note that such an approval can only be provided prior to the commencement of the research.

Yours sincerely



John G O'Neill (Professor)

Chair, Human Ethics Chairs' Committee and Director (Research Ethics)

Appendix B



Job demands, job resources and workplace behaviour

My name is Claire Buchs. I am currently completing my Master's thesis in Industrial Organisational Psychology at Massey University. For my thesis I am interested in studying voluntary workplace behaviours.

Voluntary workplace behaviours are important in organisations as they affect the success and performance of the business. This research allows for the identification of processes that lead to voluntary, altruistic or helpful acts and/or to behaviours that are less helpful.

Many streams of research have addressed the need to predict employee behaviour. The literature has shown that job resources (such as support at work), and job demands (such as workload) are useful predictors of workplace behaviours.

I would like to ask you to complete an online questionnaire. It will take approximately 15 minutes to complete. Participation is completely voluntary and anonymous. You have the right to decline to answer any particular question.

When the study is complete a summary of the findings is available on request by emailing Claire.

All information about participants will be kept confidential and only summary data will be released. The research will be carried out in accordance with the requirements of the Massey University Human Ethics Committee: Northern.

My research is being supervised by Dr Dianne Gardner, Senior Lecturer in Psychology at Massey University. We would be happy to discuss the research with you. Our contact details are below.

Thank you very much for your time.

Yours sincerely,
Claire Buchs

Contact information

Researcher	Supervisor
Claire Buchs School of Psychology Massey University Albany, Auckland New Zealand 021 0631 557 Email: Buchs.claire@gmail.com	Dr Dianne Gardner School of Psychology Albany Campus Massey University Albany, Auckland New Zealand +64 9 414-0800 ext. 41225 D.H.Gardner@massey.ac.nz

Te Kunenga
ki Pūrehuroa

Massey University School of Psychology – Te Kura Hinengaro Tangata
Albany, Auckland, New Zealand

Respondent Consent

Thank you for participating in this questionnaire.
 Your participation implies consent.
 You have the right to decline to answer any particular question.

I have read and understood the information sheet for this study and consent to collection of my responses.

(Please click on the 'Yes' choice if you wish to proceed.)

☐ Yes

☐ No

Work Demands

Please use the scale below to rate how much you agree with the following questions.

	Never	Sometimes	Often	Always
Does your work demand a lot from you emotionally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you confronted with things that affect you personally in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do others call on you personally in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you feel personally attacked or threatened in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have contact with difficult clients or patients in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In your work do you have to be able to convince or persuade people?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Sometimes	Often	Always
Does your work put you in emotionally upsetting situations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you have a disagreement with your colleagues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often is there in your team disagreements about who should do what?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often are there differences within your team?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are there conflicts within your team?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have a conflict with your supervisor?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Sometimes	Often	Always
Does your job require you to work very fast?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your job require you to work very hard?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you asked to do an excessive amount of work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have enough time to get the job done?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you free from conflicting demands that others make?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Job Resources

Please use the scale below to rate how much you agree with the following questions.

	Never	Sometimes	Often	Always
Do you receive sufficient information on the purpose of your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you receive sufficient information on the results of your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your work give you the opportunity to check on how well you are doing your work?	●	●	●	●
Does your work provide you with direct feedback on how well you are doing your work?	●	●	●	●
Does your superior inform you about how well you are doing your work?	●	●	●	●
Do your colleagues inform you about how well you are doing your work?	●	●	●	●
	Never	Sometimes	Often	Always
In your work, do you have access to sufficient information?	●	●	●	●
Does your manager motivate you to pursue the mission of the organisation?	●	●	●	●
Is your manager an example for you and inspires you?	●	●	●	●
Does your manager talk to you about the results of your work privately?	●	●	●	●
Does your manager understand the strengths and weaknesses of his/her staff?	●	●	●	●
Does your manager encourage teamwork, creativity, and innovation?	●	●	●	●
	Never	Sometimes	Often	Always
Are there opportunities available for you to express your ideas to upper management?	●	●	●	●
Do your superiors and team members clearly communicate information to you?	●	●	●	●
Are you adequately kept up-to-date about important changes within the company/business?	●	●	●	●
Is it clear to you whom you should address within the company for specific problems?	●	●	●	●

For each item below please indicate how often you engage in the following behaviours using the following scale.

	Never	Rarely	Occasionally	Sometimes	Often	Usually	Always
I help my colleagues that have been absent from work.	●	●	●	●	●	●	●
I help my colleagues who have heavy workloads.	●	●	●	●	●	●	●
I am mindful of how my behaviour affects other people's job.	●	●	●	●	●	●	●
I go out of my way to help new employees.	●	●	●	●	●	●	●
I take a personal interest in my colleagues' job.	●	●	●	●	●	●	●
	Never	Rarely	Occasionally	Sometimes	Often	Usually	Always
My attendance at work is above the norm.	●	●	●	●	●	●	●
I take undeserved breaks at work.	●	●	●	●	●	●	●
I often complain about insignificant things at work.	●	●	●	●	●	●	●
I tend to make "mountains out of molehills".	●	●	●	●	●	●	●
I adhere to informal rules devised to maintain order.	●	●	●	●	●	●	●
	Never	Rarely	Occasionally	Sometimes	Often	Usually	Always
I attend meetings that are not mandatory but are considered important.	●	●	●	●	●	●	●
I perform duties that are not required but improve corporate image.	●	●	●	●	●	●	●
At work I have made fun of someone.	●	●	●	●	●	●	●
At work I have said something hurtful to someone.	●	●	●	●	●	●	●
At work I have made an ethic, religious, or racial remark.	●	●	●	●	●	●	●

For each item below please indicate how often you engage in the following behaviours using the following scale.

	Never	Rarely	Occasionally	Sometimes	Often	Usually	Always
I have sworn at someone at work.	●	●	●	●	●	●	●
I have played a mean prank on someone at work.	●	●	●	●	●	●	●
I have acted rudely towards someone at work.	●	●	●	●	●	●	●
I have publically embarrassed someone at work.	●	●	●	●	●	●	●
I have taken property from work without permission.	●	●	●	●	●	●	●
	Never	Rarely	Occasionally	Sometimes	Often	Usually	Always
I have falsified a receipt to get reimbursed for money that I was not entitled to.	●	●	●	●	●	●	●
I take an additional or longer break than is acceptable within the workplace.	●	●	●	●	●	●	●
I come in late to work without permission.	●	●	●	●	●	●	●
I litter in the work environment.	●	●	●	●	●	●	●
I often neglect to follow instructions.	●	●	●	●	●	●	●
	Never	Rarely	Occasionally	Sometimes	Often	Usually	Always
I intentionally work slower than I could have worked.	●	●	●	●	●	●	●
I have discussed confidential company information with an unauthorised person.	●	●	●	●	●	●	●
I put little effort into my work.	●	●	●	●	●	●	●
I often drag out work in order to get more time/overtime.	●	●	●	●	●	●	●

Job satisfaction and Turnover intentions

For each item below please indicate the extent you have felt this way over the past week.

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Slightly agree
I consider my job rather unpleasant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Each day of work seems like it will never end.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel fairly satisfied with my present job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most days I am enthusiastic about my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find real enjoyment in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I intend to leave the organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I intend to make a genuine effort to find another job over the next few months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often think about quitting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics

What is your gender?

- ☐ Male
☐ Female

How old are you?

- ☐ 15-20 years
☐ 21-26 years
☐ 27-32 years
☐ 33-38 years
☐ 39 and over

How long have you worked in this company (in years and months)?

Years

Months