

THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING
DEPARTMENTAL RESEARCH SEMINAR

**Motives Behind Extra-role Behaviors:
The Effect of Supervisory Attribution on
OCB Ratings**

By

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Date: Monday, 19 October 2009

Time: 2:30 p.m. - 4:00 p.m.

Venue: M802

All interested are welcome

Motives Behind Extra-role Behaviors: The Effect of Supervisory Attribution on OCB Ratings

ABSTRACT

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Past research has found that when supervisors attribute egoistic motives to their subordinates' extra-role behaviors, they will not regard their subordinates as good citizens. In this study, we further argue that supervisors will be more accurate in attributing altruistic than egoistic motives of their subordinates' extra-role behaviors, and supervisory attribution will have important impact on their OCB ratings. As for employees, while altruistic motives will lead to more extra-role behaviors, egoistic motives will reduce the amount of extra-role behaviors. Results from a sample of 176 focal employee-supervisor-co-worker triads support this argument. Implications are discussed.