Antecedents of Organizational Citizenship Behavior among Contingent Workers in the Non-profit Sector in Haiti

by

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ABSTRACT

In order to address a gap relating to OCB of paid employees in the non-profit sector, this study was conducted to examine some antecedents of organizational citizenship behavior (OCB) in the non-profit sector using 181 contingent workers from nine non-profit organizations in Haiti. It was predicted that perceived supervisor support (PSS) and impression management motives (IMM) would positively relate to OCB while choice of contract (CC) would have a negative relationship. Temporal factors like time remaining on contract was expected to negatively influence the relationship between IMM and OCB and expectation of contract continuation to positively influence that relationship. Regression results proved PSS to be related to the conscientiousness dimension of OCB; IMM and CC were found to be related to the attendance dimension as hypothesized. Time remaining on contract positively influenced the relationship between IMM and OCB. Implications are discussed based on the findings.

Keywords: Organizational citizenship behavior, contingent worker, non-profit sector, Haiti

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CHAPTER I INTRODUCTION

This chapter is an overview of the study which offers an introduction, insights on the background for the study, the problem the research is addressing, the purpose of the study, the questions the researcher will be attempting to answer and the significance of the study.

Background of the Study

In the western countries, the use of temporary employment is seen as part of the most significant and noteworthy evolution in their working life (De Cuyper et al., 2008). Organizations, in their imperative need to be more flexible, have adopted different kind of employments in order to reach their goals such as increasingly relying on non-permanent staff to carry out their activities (Kalleberg, 2000). Contingent workers are hired by the businesses, the public sector as well as non-profit organizations (NPO). The NPOs surely differ from the other sectors with their main values but they indeed need flexibility in order to keep running. The non-profit organizations (NPO), the nongovernmental organizations (NGO) and the International Organizations (IO) and other non-profit actors, also rely on such workers for carrying out their mission throughout the world.

Because of the increasing use of contingent workers, non-standard work arrangements like part-time work, contract work and temporary employment consequently have been subjected to behavioral and economic studies aimed at investigating the impact of such type of employment at both individual and organizational levels (Connelly & Gallagher, 2004; Kalleberg, 2000). This type of workforce can vary; there are temporary-firm workers, direct hires, consultants as well as independent contractors (Parks, Kidder, & Gallagher, 1998). They have been further identified based on their preference for temporary work as voluntary and involuntary (Marler, Barringer, & Milkovich, 2002).

There have been a number of non-profit operators in Haiti; after the January 2010 earthquake when more than 200,000 people died and 1.5 million were left homeless, these organizations' presence increased significantly. Because of the weakness of the national institutions and limited capacity of the state, the contributions from the non-profit sector and private contractors have

come to be of noticeable importance (Ramachandran & Walz, 2012). An overview of one of the widely used job seeking website called jobpaw.com shows a significant number of job offers from various non-profit actors both locals and internationals. The majority of these postings from the non-profit sector are short-term assignments varying from less than three months to sometimes a year. These organizations are renowned for offering better work conditions and job opportunities. About one third of formal employments are provided by this sector in the country. These types of assignments in the non-profit organizations can be explained by the financial uncertainty these organizations are facing. Therefore, they cannot offer permanent positions to all their employees (McMullen & Schellenberg, 2003).

An emerging topic relating to the contingent workforce is that of Organizational Citizenship Behaviors (OCB). By definition, these behaviors are discretionary, not formally included in the employee's job description nor rewarded but promote the effective functioning of the organization (Organ, 1988; Smith, Organ, & Near, 1983). According to Smith et al. (1983) OCB has two main factors identified as *altruism* and *generalized compliance*. The former aims to helping a person directly while the latter does not target any particular individual but contributes to everyone in the system. Literature suggested that OCB is present everywhere, influencing factors may vary from a country to another and that the importance of some factors may vary depending on the standpoint of regular worker or contingent worker (Blatt, 2008; Paine & Organ 2000). Literature has highlighted differences among levels of OCB for temporary workers compared to permanent ones. They often report lower levels from the temporaries (Coyle-Shapiro & Kessler, 2002; Van Dyne & Ang, 1998) whereas Kidder (1995) found no difference between permanent and contingent nurses. Job satisfaction and organizational commitment have also been studied in relation to OCB (Williams & Anderson, 1991) since they have been considered as being the main predictors of such behaviors with job satisfaction being the best predictor (Bateman & Organ, 1983; Organ, Podsakoff, & Mackenzie, 2005). Other factors like perceived organizational support and perceived supervisor support have been studied in relation to OCB of non-standard workers (Wayne, Shore, & Liden, 1997; Zhao & Yu, 2009). Furthermore, organizational concern, prosocial behaviors, impression management have also been investigated as being motives to engage in OCB (Rioux & Penner, 2001; Rosenfeld, Giacalone, & Riordan, 1995).

Organizations nowadays are more than ever conscious of their need for people willing to engage in these behaviors for them to be more successful. The non-profit sector in Haiti plays a noticeable role in providing jobs, though mostly temporary, in the country. A good understanding of how to manage their workers, and particularly these workers they hire on short-term contracts in order to motivate the best out of them is critical for this sector to be competitive as the workforce has been identified as key contributors to an organization's effectiveness. Since the non-profit sector also relies on such workers, OCB indeed represents a very important issue for that sector since the primary mission of these organizations is social profit (Zabihi, Hashemzehi, & Hashemzehi, 2012).

Statement of the Problem

As the use and research about contingent workers is blooming, research on the citizenship behaviors of this segment is still at a moderate level compared to permanent workers (Connelly & Gallagher, 2004). Research has covered various aspects of citizenship behaviors and explained its connection with many factors such as job satisfaction, organizational commitment, perceived organizational support, perceived supervisor support, various motives as predictors and with organizational effectiveness among the outcomes. Considering the importance of these behaviors that have been studied widely in the business sector, none or very limited studies so far have covered organizational citizenship behaviors of paid employees outside of the corporate structure. The current study therefore will help in having a better insight of some influential factors on OCB of contingent workers which have not yet been explored in the current study context which is the non-profit sector according to Zabihi et al. (2012) and as per the researcher's knowledge from review of literature.

Rationale for the Study

The present study is to address OCB of contingent workers in the non-profit sector by considering the influence of some potentially influential factors already studied but not yet applied to the current sample. A preliminary study from Gay and Yeh (2013) found OCB of

contingent workers in this sector to be predicted by support perceived from their supervisor and impression management motives. These workers expressed their concerns about not knowing whether their contract would be renewed or not. This showed somehow their willingness to stay in the organization by having their contract renewed. As suggested by Clinton, Bernhard-Oettel, Rigotti and Jong (2011), temporal variables might have an effect on work attitudes and behaviors of non-permanent workers. Since it is important to consider temporal variables when studying contingent workers, the researcher believes the time remaining on contract and expectation of contract continuation could influence the behaviors of the sample with less time remaining and negative expectations bringing more stress. This study examined perceived supervisor support, impression management motives, and contract of choice which also is considered as important when it comes to OCB of contingent workers. Time remaining on contract and expectations of employment continuation are the temporal variables considered in this study. Previous temporary work experience and contract duration were also considered in the demographics for a better understanding of the sample and to see if there would be any correlations with OCB.

As behavioral studies among Haitian workers are scarce, this study is among the first of its kind when it comes to Haitian workers and it will contribute to Haitian literature which is in great need of such research. This research also aimed to fill the gap relating to organizational citizenship behaviors in the non-profit sector which has not yet been explored among paid employees.

Questions of the Study

Citizenship behaviors are very important for organizations, even more in the non-profit sector which main goals and objectives are about alleviating suffering in the world and provide help for development. The nature of these organizations requires them to have people engaging in these behaviors which can help improve their competitiveness in the long run. Therefore the research questions for this study are as follow:

1. How does perceived supervisor support influence OCB of contingent workers in the non-profit sector in Haiti?

2. How do impression management motives guide the contingent workers engagement in OCB in the non-profit sector in Haiti?
3. How important is choice of contract when it comes to the OCB of contingent workers in the non-profit sector in Haiti?
4. How important are temporal factors such as time remaining on current contract and expectation of contract continuation in understanding the OCB of contingent workers in the non-profit sector in Haiti?

Scope of the Study

A delimitation of this study is that it only focused on three general dimensions of OCB which are altruism, conscientiousness and attendance since most of the behaviors identified by Gay and Yeh's (2013) study were related to behaviors oriented towards individuals and others towards the organization. Furthermore the researcher only focused on a limited number of factors relating to OCB. Some other important variable not mentioned in this research may influence citizenship behaviors. The purpose of the research was to study organizational citizenship behavior in the Haitian context; the sample was constituted of different contractual Haitian workers in the non-profit sector in Haiti. Only temporary workers are considered for the study and there was no study of permanent employees for comparison. This study focused on OCB of the participants as the outcome behavior, not the productivity or efficacy of such behaviors for the organization. Due to the size of the sample to be surveyed it might not accurately represent the whole country or the entire sector.

Definition of Terms

Non-Profit Sector- Organizations which are independent from the government and whose course of actions is distinct from the state and the private sector. They are usually exempt from taxes, their profit is reinvested for accomplishing the mission of the organization, and they may be staffed by volunteers as well as paid employees. In our study non-profit sector will be used to refer to NGOs, NPOs as well as International Organizations.

Non-Governmental Organization -"Private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" (Operational Directive 14.70 as cited in World Bank and NGOs, 2005)

Organizational Citizenship Behavior- Organizational Citizenship Behaviors (OCB) are these behaviors that are individual, discretionary, and not directly or formally recognized by the reward system, but in the aggregate contribute to the effectiveness of the organization. (Organ, 1988; Smith et al., 1983)

Contingent worker- The contingent workers are those who do not have an implicit or explicit contract for ongoing employment (Contingent and Alternative Employment Arrangement, 2005)

Perceived Supervisor Support- The belief the employee has that the supervisor acknowledges all efforts and cares about the employee wellbeing (Kottke & Sharafinski, 1988)

Impression Management Motives- refer to individuals who are concerned of avoiding to look bad and to gain rewards (Rioux and Penner, 2001).

Choice of Contract – The choice of contract refers to the reasons for working voluntarily or involuntarily under temporary contract

Temporal Factors – refer to variables relating to past temporary work experiences, actual contract duration and future expectations of employment which may influence the contingent worker's behavioral outcomes.

CHAPTER II LITERATURE REVIEW

Contingent Employment

During the past two decades, there has been a noticeable inclination toward giving other directions to the worker-employer employment relationship in the industrialized nations and an increase of the use of employment differing from the traditional employment when it comes to stability (Anderson, Brosnan, & Walsh, 1994; Parks et al., 1998). By definition, the contingent workers are those who do not have an implicit or explicit contract for prolonged employment (Contingent and Alternative Employment Arrangement, 2005). One of the characteristics of contingent workers is the uncertainty relating to their job stability, the contractor is fully aware of the temporary status of his/her employment (Dagot & Voisin, 2007; De Witte & Näswall, 2003; Onyishi, 2010).

The Specificities of Contingent Employment

Despite the increasing use of contingent workers by organizations and the emergence of studies covering this segment of the workforce, this area of research is still facing difficulties finding clear definitions for contingent or alternative employment (Gallagher & Sverke, 2005). A definition of contingent workers provided by Contingent and Alternative Employment Arrangement (2005) states that they are those who do not have an implicit or explicit contract for ongoing employment. In light of that definition we can distinguish, according to Connelly and Gallagher (2004) different types of contingent workers such as independent contractors, direct-hires or in-house temporaries, temporary-help service firms' workers. The independent contractors are these people providing their services to an organization for a specific period of time. The temporary-help service workers are involved in a tripartite relationship between an employment agency, a client organization and the worker where it is clearly stated that the employment will be of fixed duration. The in-house temporaries are also called direct hires and are directly hired by an organization to meet its needs.

The table 2.1 from Parks et al. (1998) provides working definitions of different types of workers in a non-traditional employment relationship.

Table 2.1.

Working Definitions of Contingent Employment Arrangements

Exemplar categories	Definition
Core	Permanent full-time and part-time workers with either an implicit or explicit understanding that employment will be continuous or ongoing
Floats	Full-time employees who are moved around within different departments or divisions within the organization as a regular part of their job
Networked	Individuals whose work is performed outside the boundaries of their home organization
In-house temporaries	Workers hired by the organization to meet variable scheduling needs, listed in a `registry' (i.e., performs function of temporary agency)
Direct-hire or seasonal temporaries	Workers for whom organizations advertise and recruit for the purpose of filling position vacancies as needed
Leased workers	Employee leasing company effectively `rents' an entire workforce to a client employer
Temporary firm workers	The temporary firm is the employer, rather than the client organization who utilizes the workers
Subcontracted workers	Work is transferred to another organization whose employees perform the tasks on or off the premises of the client company
Consultants	Organization either contracts with a professional consulting firm or with independent consultants for the completion of a project
Independent contractors	Brought into the firm to supply specific skills, from manual labor such as plumbing to software and other engineering applications

*Source: "*Fitting square pegs into round holes: Mapping the domain of contingent work arrangements onto the psychological contract," by Parks, Kidder, and Gallagher (1998), *Journal of Organizational Behavior, 19*(S1), p.702.

Studies on temporary workers classified them into clusters of people voluntarily choosing this type of work because it fits their needs, involuntary temporaries and people working under contract for the time being but with the objective of changing to permanent status in the future either with the same organization or elsewhere.

The Non-profit Sector

The Non-profit Organization

There are several major actors in a society which, with their specific activities play an inherent role in keeping a society alive. These players are: *the state* also called the first sector that is in charge of a nation, *the marketplace* or second sector which is entirely engaged in economic and financial actions in the society, *the civil society* or third sector which comprises the non-profit actors. All these actors co-exist within a society to keep it running (Lee, 2012). What differentiate the NPO with the for-profit organizations is their values. The for-profit's main purpose is to accumulate financial gains which help expansion and generate profits that are shared to enrich their shareholders whereas the non-profit focus is more socially oriented. The NPO gains, if any, are reinvested in accomplishing its mission instead of being shared amongst individuals. The non-profit activities vary from environmental protection to education, from humanitarian aid to health, religion, charities and so on.

Like the for-profit organization, the NPO has an organizational structure making sure its operations runs smoothly and efficiently, need funds to operate, has employees, care about its image, and needs to be competitive in order to stay afloat. According to Basini and Buckley (1997), the third sector refers to organizations whose course of actions is distinct from the state and the private sector. This term includes the organizations also referred to as non-profit, voluntary or charities, and independent. The key characteristics of the third sector actors are:

1. They do not necessarily exist to generate profits for the owners, but they may generate income that is spent.
2. They may be outside the realm of government and private enterprise, but they may rely on both for funding or expertise etc.
3. They may be staffed by unpaid volunteers as well as paid employees
4. They may be exempt from taxation on income or property and may generate revenues through charitable donation. (p.2)

The International Organization

International organizations (IOs) are "associations established by governments or their representatives that are sufficiently institutionalized to require regular meetings, rules governing decision-making, a permanent staff, and headquarters." (Shanks, Jacobson, & Kaplan, 1996, p. 593). International Organizations are organizations which, instead of individual and private groups as members as it is the case in NGOs, have nations as members. This definition is used following the standards set by the United Nations and the Yearbook of International organizations (McCormick & Kihl, 1979).

There are generally three types of international organizations: intergovernmental organization, the international nongovernmental organization, the multinational enterprises (Types of International Organizations, 1978). Literature says that the main purpose of IOs is to resolve cross-border matters that cannot be addressed by the concerned local authorities (Mansfield & Pevehouse, 2006) .

The Non-Governmental Organization

Non-Governmental Organizations (NGO) are defined as: "*p*rivate organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" (Operational Directive 14.70 as cited in World bank and NGOs, 2005). The International NGOs operate internationally and are actively engaged in development and strongly oriented towards improving the quality of life or the less fortunate in less developed countries (Werker & Ahmed, 2008) whereas the local NGOs course of action do not cross borders.

Despite the professionalization of NGOs in the last decades, orientation towards helping behaviors and voluntarism are the major characteristics of these organizations, and financial purposes are not the main objectives (Werker & Ahmed, 2008; World Bank and NGOs, 2005).

A Brief Introduction of Haiti

Haitian Republic is located in the West Indies and is delimited by the Dominican Republic at the east and with which the island is shared. It has about 10 million habitants and they have mostly African roots but there is also a presence of French, Spanish cultures (Lawson-Body, Willoughby, Keengwe, & Mukankusi, 2011). Due to the various tumultuous events that happened and that hardly hit the Haitian economy along with the earthquake of 2010, the actual administration, aspiring to bring foreign investments in the country, instigated a campaign to this purpose. According to Institut Haitien de Statistiques et d' Informatique (2010) (IHSI), at the national level, the unemployment rate is 16.8% but in the metropolitan area where most of the activities are being carried out, the rate is of 33.3%. In rural area, the rate is 9.4%.

The Non-Profit Sector in Haiti

In Haiti, following the devastating earthquake of January 2010, the number of operating non-profit operators has increased and these organizations provide masses of employment. According to Ramachandran and Walz (2012), due to deficiencies of the government and the institutions, NGOs and private contractors are now playing a very important role in the country. However, it is difficult to estimate the number of NGOs that are operating in Haiti. Estimations vary significantly and not all of these organizations are registered with the Ministry of Planning (Ramachandran & Walz, 2012). Estimates vary from 343 (Unite de Coordination des Activites des ONG, n.d.) to more than 10,000 (Street, 2004).

A search for job banks led us to one of the most used website in Haiti called “Jobpaw.com”. On this website, From October to December 2012, over 50 non-profit organizations have posted at least one job vacancy; some have posted around 25 positions for these three months. There are postings from international agencies, NGOs, private actors and some positions in the government offices. The non-profit job offers totalled 252 positions with 176 being short-term. Only a few posts were from the private and public sector who offered some short and long term positions totalling 40 jobs. An interesting point made by Morton (1997) in the document called Haiti: NGO sector study, is that NGOs pointed out that they head hunt the best technicians from many of the government agencies because of their better offers when it comes to compensation,

working conditions and work recognition. According to the same author, the short duration of the contracts does not stop these workers to join the NGOs because the advantages do outweigh the inconvenience of the limited contract duration. According to Schuller (2009), they provide almost one-third of all formal sector jobs and are considered as offering the most respected and with well-paying positions. They even lead to the Haitian concept of NGO class. The author pursues by saying that there is a real "brain drain" for the benefit of the private and non-profit sector to the detriment of the public sector (p.20). While there is no official database of employment created by this sector, the investigation the researcher conducted online could give a rough idea of the jobs created. As seen on the website, 86% of the posts were from the non-profit sector with 69.84 % of these being short term renewable contracts varying from less than three months to six months and sometimes one year. Their staffs are both international and local hires. Many of the NPOs, international organizations and NGOs in Haiti provide employment under renewable contract (Tremlett & Collins, 1999) as they have funds for ongoing or projects to be executed or for other specific purposes. The times for implementations and execution vary in length but often go from one to six months or a year depending on the complexity of the activity. This is due particularly to the fact that frequently they execute projects that are funded by an entity (donor) and they hire temporary workers to have the project completed. It happens that employees are rerouted to new projects as they unfold, but most of the time, these employees are terminated upon completion of the project putting them in the situation to find another job (Clinton et al., 2011).

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) relates to these behaviors that are individual, discretionary, and not directly or formally recognized by the reward system, but in the aggregate contribute to the effectiveness of the organization (Organ, 1988; Smith et al., 1983). This construct has captured attention of many scholars who provided further definitions and developed other dimensions. Later, in order to fit with the changing world of organizations, it has been redefined as "contributions to the maintenance and enhancement of the social and psychological context that supports task performance" (Organ, 1997, p. 91). There are many different definitions but they generally are based on the discretionary, the non-formally rewarded

nature of OCB as well as these behaviors being beneficial to the organization. Organizational citizenship behaviors (OCB) has been studied extensively and it has been proven essential for profit and non-profit organizations to have people willing to engage in such behaviors. Smith and colleagues (1983) identified initially two types of citizenship behaviors: *altruism* which is directly linked to intentional interaction with a specific person to provide some help and *generalized compliance* which refers to behaviors not specifically targeting a person in particular but which indirectly benefit everyone in the system. Different factor structures have been identified across different studies on the psychological properties of OCB. A two-factor structure with altruism and generalized compliance as well as a three-factor structure with altruism items loading on one factor and compliance splitting in different ways have been identified (Organ et al., 2005). Koh, Steers, and Terborg (1995), Organ and Konovsky (1989), Podsakoff, Niehoff, MacKenzie, and Wiliams (1993) reported a three-factor structure in their studies. Podsakoff et al. (1993) identified one factor relating to altruism, another formed by the three negative statements with positive meanings relating to employee effort labelled conscientiousness; and the last referring to attendance which relates to being present at work and punctual. Table 2.2 shows some of the various OCB definitions used in literature.

Table 2.2.

Definitions of OCB

Definition	Year	Author
Discretionary behaviors which transcend the elementary requirements of the job but beneficial to the organization	2006	Lambert
Employee behaviors albeit not of great importance to the job which do contribute to the organization functioning	2002	Lee and Allen
"Contributions to the maintenance and enhancement of the social and psychological context that supports task performance" (p.91)	1997	Organ
Behaviors that are individual, discretionary, and not directly or formally recognized by the reward system, but in the aggregate contribute to the effectiveness of the organization	1988	Organ
"OCB includes any of those gestures (often taken for granted) that lubricate the social machinery of the organization but that do not directly inhere in the usual notion of task performance". (p.588)	1983	Bateman and Organ

Note. This table was compiled by the author for the purpose of this study

Research has therefore identified various other forms of OCB. Review of literature show evidence of many different forms of OCB. Organ et al. (2005) arranged these multiple behaviors identified under seven main categories: *Helping* which relates to behaviors oriented towards helping others whether with personal or work related matters and also to avoid work-related problems, *Sportsmanship* which relates to seeing the bright side in difficult situations, *organizational loyalty* which involves defending the organization, protecting and promoting a good image of it. There is also the *organizational compliance* where people adopt principles and procedures willingly, *individual initiative* where people take initiatives voluntarily to better their tasks or the organization's performance and encourage others to do the same, *civic virtue* referring to the will to actively focus on benefit of the organization by all means possible such as attending non-mandatory meetings, making suggestions for improvement, *and self-development,* referring to the will of individuals to better their knowledge, skills and abilities so that they can better perform their job. Each dimension regroups the related OCB constructs studied by scholars. Appendix A shows the grouping of various dimensions as well as their definition as depicted by literature.

Antecedents of Organizational Citizenship Behaviors

A review of OCB literature by Podsakoff, MacKenzie, Paine, & Bacharach (2000) led them to identify mainly four categories of OCB antecedents from empirical research: individual (or employee) characteristics, task characteristics, organizational characteristics, and leadership behaviors. Extensive studies have been conducted on the relationships between antecedents such as job satisfaction, organizational commitment (Bateman & Organ, 1983; Podsakoff & Mackenzie, 2005; William & Anderson, 1991), perceived organizational/supervisor support (Piccolo & Colquitt, 2006; Randall, Cropanzano, Bormann, & Birjulin, 1999) perceived fairness (Moorman, Niehoff & Organ, 1993; Organ & Ryan, 1995), leader behaviors (Podsakoff, MacKenzie, & Bommer, 1996; Wayne et al., 1997), work environments (Turnipseed & Murkinson, 1996) organizational concern, prosocial behaviors, impression management (Rioux & Penner, 2001; Rosenfeld et al., 1995) as well as dispositional variables (Konovsky & Organ, 1996; Organ & Ryan, 1995) and OCB. Paine and Organ (2000) argue that if employees do not

feel equity in the performance management in the organization, this might reduce their will to perform OCB. OCB is not understood the same way everywhere as well as what encourage or hinder them as suggested by Paine and Organ (2000). There is a link between culture and performance of OCB, according to Chhokar, Zhuplev, Fok, and Hartman's (2001) study where they examined differences among cultures relating to OCB and equity theory of motivation though it was an exploratory research. Paine and Organ (2000) proposed that cultures differ in the way they understand and perform OCB. Kumar (2005), in response to the need of understanding and measuring OCB in a specific culture developed a measure of citizenship performance for NGOs in India. Farh, Earley and Lin (1997) and Farh, Zhong and Organ (2004), in order to respond to the need of culturally specific OCB measures, explored OCB in Taiwan and China. These studies identified dimensions which appear in the Chinese and Taiwanese societies which are unique to these countries alongside some dimensions common to the western countries. It has been demonstrated that in difficult economic conditions such as in Romania, OCB is present but in a lesser degree than in a better economy (Turnipseed & Murkison, 2000).

Penner, Midili and Kegelmeyer (1997) advocate that OCB may be performed for various motives other than reciprocation. Consequently, Rioux and Penner (2001) developed the citizenship motives scale (CMS) which investigated the relationship between organizational concern, prosocial values and impression management motives. They found pro-social values and organizational concern as influencing OCB more than impression management motives do. However this does not exclude the potential influence IM motives may have on OCB. Thus, impression management concerns are not to be overlooked when trying to understand OCB as they might help one in achieving some specific goals (Salamon & Deutsch, 2006). Additionally, this construct has been related to performance appraisal for administrative purposes of promotions and pay increases (Paine & Organ, 2000) because supervisors cannot ignore OCB – also called contextual performance – when conducting performance reviews (Aguinis, 2012). Supplementary studies on OCB in relation to various other constructs are shown in Appendix B and Appendix C.

Organizational Citizenship Behavior of Contingent Workers

A variety of studies have covered the importance of OCB as more and more organization have understood its value since they have become conscious that they cannot be effective if employees do not engage at all in those behaviors (Aguinis, 2012). With the changing nature of the workplace, there is a great need of adaptation from the organizations in order to say in the race. For that reason, progressively more organizations are using temporary workers in order to be more flexible and adjust faster to the changing environment. Studies on OCB relating to contingent workers have reported lower levels compared to regular employees such as the research of Van Dyne and Ang (1998) about contingent workers in Singapore, Coyle-Shapiro and Kessler (2002) about workers in the public sector and De Gilder (2003) about contingent workers in the hospitality sector. The findings from Engellandt and Riphahn, (2005) on the other hand say the contrary. They argue that temporary employees provide significantly more effort than permanent employees. According to Gay and Yeh's (2013) study, of contingent workers' engage in mainly two types of behaviors: some oriented towards individuals and others towards the organization as shown in table 2.3.

Table 2.3.

Behaviors of Participants with Dimensions, Number of Examples, Percentages and Samples of Behaviors.

Dimension	Behavior	# of examples	%	Sample of behaviors
Altruism	Helping	16	23.53	Allow co-worker to use my computer when needed
	Courtesy	15	22.06	Smiling more often, keeping work area tidy
	Cheerleading	4	5.88	Leave a congratulation note on the desk of a colleague who deserves it
	Peacemaking	1	1.47	Avoid situations that would result in conflicts with colleagues
Total altruism		36	52.94	
Organizational compliance	Generalized compliance	20	29.41	Respect the hierarchy

(continued)

Table 2.3. (continued)

Dimension	Behavior	# of examples	%	Sample of behaviors
Organizational loyalty	Loyal boosterism	3	4.41	Provide info to outsiders about the organization's achievements
Individual initiative	Civic virtue	5	7.35	Attending meetings not necessarily related to my functions
	Making suggestions	4	5.88	Willingly provide creative suggestions to improve department
Total others		32	47.05	
Total for all behaviors		68	99.99	

Source: "Contingent workers in non-governmental organizations in Haiti: an exploration of organizational citizenship behavior" by Gay and Yeh, (2013), paper presented at the International Development Cooperation Student Paper Competition Conference, Taipei

Factors such as perceived organizational support, perceived supervisor support have been studied in relation to OCB of non-standard workers (Zhao & Yu, 2009). Research has also highlighted that temporary knowledge workers have experiences as well as underlying factors which are distinct from regular employees (Blatt, 2008). Therefore, it is of major importance for the organizations to foster an environment with practices, policies and a structure which encourages both contingent and permanent employees to go beyond their job description.

Research then has emphasized on the importance of OCB for any organization to be competitive and also because these behaviors are essential in making the work environment a good place for task performance to occur effectively (Vigoda-Gadot, 2007). This testifies the increasing importance of OCB in organizations. Therefore, in order to be and remain competitive organizations need to have these people willing to engage in OCB which can be part of the distinctive competencies that will help the organization outmatch competitors (Paine & Organ, 2000). Even with the obvious need of organizations for these extra-role behaviors, the fact that they are discretionary puts the organization in the impossibility to try to act upon individuals who choose not to engage in them (Dutschke, 2008). Appendix D shows additional research on OCB of contingent workers.

Antecedents of OCB of contingent workers.

Contingent work does not involve an ongoing employer-employee relationship. Consequently, there is a different type of relationship between the contingent worker and the organization; therefore not all the factors related to regular workers may apply to contingent workers to justify their behaviors. For instance, what is important for them might not be as important for permanent workers and vice versa.

Consequently, there is a different type of relationship between a contingent worker and an organization; therefore not all the factors related to regular workers may apply to contingent workers. In a qualitative research on temporary knowledge workers, Blatt (2008) found that an important factor for contingent workers to engage in OCB is a need for good relationships with peers. On the other hand, for permanent workers, relationships with peers are not more important than their engagement towards the organization. Buonocore, Metallo and Salvatore (2009), and De Witte and Näswall (2003) argue that job insecurity has no significant impact on these workers' behaviors whereas Feather and Rauter (2004) say the contrary when it comes to teachers under contract. This assumes certain inconsistencies relating to job insecurity and OCB of contingent workers who, according to literature are not a homogeneous sample.

We can see also in literature that flexible workers can either exhibit the same level of OCB or out-pass their permanent counterparts in comparative studies (Dutschke, 2008). De Gilder (2003) found out that OCB of contingent workers is highly influenced by team commitment compared to their permanent workers whose OCB is strongly and positively related to trust (Aryee, Budhwar, & Chen, 2002) and continuance commitment but not to team commitment. Considerable research has covered also the relationship between job satisfaction and temporary work. Studies state a higher level of satisfaction from permanent workers compared to temporary employees. The contrary, however, has also been demonstrated where temporaries were found to have higher job satisfaction than their permanent counterparts (De Cuyper et al., 2008). Commitment and satisfaction, as they have been identified as key predictors of OCB, are even of greater importance when relating to contingent workers (Dutschke, 2008).

Gay and Yeh (2013) in a recent qualitative study about contingent workers in NGOs in Haiti found that these workers of the non-profit sector had various factors influencing their OCB. While they stated the feeling of obligation to engage in those behaviors, the findings highlighted

different organizational factors such as the support from supervisors, organization practices; and individual factors such as the need to look good as influencing their level of engagement in OCB.

Perceived Supervisor Support

Social exchange theory helps in understanding the display of OCB. Relationships relating to social exchange do not involve, like economic exchanges, predefined and measurable mutual obligations (Blau, 1964; Masterson, Lewis, Goldman, & Taylor, 2000). For instance, people might engage in citizenship behaviors towards other people hoping that in return the beneficiaries will return these behaviors. The organizational support theory supposes that employees form convictions relating to the degree to which the organizations value their efforts and cares about them. In return, they often feel the need to reciprocate with different behaviors like commitment or OCB. Empirical studies provide evidence of such beliefs and confirmed relationships between perceived organizational support (POS) and OCB (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Wayne et al., 1997) on the ground of reciprocity. Because employees are closer to their supervisor and there is greater interaction between them rather than between the employees and the organization, perceived supervisor support (PSS) has been also considered as being an indication for organizational support (Aselage & Eisenberger, 2003). Thus, when it comes to supervisors, employees also develop beliefs relating to how much they are being valued by these supervisors. Kottke & Sharafinski (1988) as well as Hutchinson (1997) assessed the psychometric properties of POS and PSS; they were found not to overlap. While the supervisors' role is somehow, in the subordinates' view, the representation of the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986) it is possible for employees not to have the same kinds of exchange relationships with both the supervisor and the organization (Stinglhamber & Vandenberghe, 2003). Perceived supervisor support for employees is therefore the belief the employee has that the supervisor acknowledges all efforts and cares about the employee wellbeing (Kottke & Sharafinski, 1988).

According to Randall et al. (1999), OCB is influenced by support from supervisor and this is in accordance with Likert's (1967) who stated that employees' work outcomes are influenced by support from supervisors. In their review of literature, Podsakoff et al. (2000) acknowledge the importance of perceived supervisor support on OCB. OCB not being formally recognized by the

reward systems, it might be a channel through which an employee gives back to the support received from a supervisor or the organization (Wayne & Green, 1993). When it comes to contingent workers, there is also evidence of such relationships between their behaviors and their perception of the organization. VanYperen, Berg and Willering (1999) in their study found positive relationships between participation in decision-making, perceived organizational support and OCB of temporary workers. Furthermore, for nonstandard employees, POS has significant positive correlations with OCB (Zhao & Yu, 2009). In an exploratory study of contingent workers in NGOs in Haiti, OCB has been found to be influenced by support from supervisors (Gay & Yeh 2013). Perception of a supportive leader by a temporary worker is positively related to OCB and how he/she perceives an instrumental and participative leader is negatively related to these behaviors (Djibo, Desiderio, & Price, 2010). This, according to the author, makes helping dimension of OCB for temporary employees more a factor of "liking a supervisor" than a feeling of obligation. The researcher therefore will investigate how perceived supervisor support influence the level of OCB of contingent workers.

Hypothesis 1*: Perceived supervisor support has a positive relationship with contingent workers' OCB in the nonprofit sector in Haiti.*

Hypothesis 1a*: Perceived supervisor support has a positive relationship with contingent workers' altruism in the nonprofit sector in Haiti*

Hypothesis 1b*: Perceived supervisor support has a positive relationship with contingent workers' conscientiousness behaviors in the nonprofit sector in Haiti.*

Hypothesis 1c*: Perceived supervisor support has a positive relationship with contingent workers' attendance behaviors in the nonprofit sector in Haiti.*

Impression Management

Impression Management (IM) is defined as the process by which individuals attempt to influence the way people perceive them (Rosenfeld, et al., 1995). Research has investigated IM in various contexts such as studies relating to interviews (Ellis, West, Ryan, & DeShon, 2002;

Kristof-Brown, Barrick, & Franke, 2002), career success (Wayne, Liden, Graf, & Ferris, 1997), performance evaluations (Wayne & Ferris, 1990; Wayne & Liden, 1995). Other studies have considered IM in relation to OCB (Bolino, 1999; Bolino & Turnley, 1999; Yun, Takeuchi, & Liu, 2007) or seeking feedback (Ashford & Northcraft, 1992). This shows the expansion of IM from the interview situations to more organizational behaviors as there are various contexts where individuals may want to manage the image they project.

According to Rosenfeld et al. (1995), IM theory assumes that "a basic human motive, both inside and outside of organizations, is to be seen by others in favorable manner and to avoid being viewed negatively" (p.29). Due to the variety of impression management means, they can be underlying motives for various behaviors and be helpful to reach various goals depending on the needs of the individual.

Leary and Kovalsky (1990) reviewed literature on impression management in order to reduce the numbers of variables affecting impression management (IM). Based on an expectancy-value model of IM, they identified three main factors: the goal relevance of impressions, the value of image enhancement, and the discrepancy between current and desired images which may motivate to engage in IM. Goal relevance of impression means individuals are likely to use IM when they believe it will help them achieve their goals. People tend to engage in citizenship behaviors for impression-management reasons when it becomes increasingly important for them to be seen as good people. The last set of factors which could link to an individual's impression-management motivation is the difference in the desired image and the one the individual believes others may hold (Bolino & Turnley, 1999).

Impression management motives as an antecedent of OCB.

Impression management motives have been categorized as having two orientations: the one worrying essentially about avoiding negative reactions from people also called protective or defensive impression management and the orientation which main concern is to actively gain approval from targeted people which is called acquisitive or assertive impression management (Arkin, 1981; Palmer, Welker, Campbell, & Magner, 2001; Tetlock & Manstead, 1985). Impression management motives make people concerned with that particular need to avoid looking bad and to get rewards (Rioux & Penner, 2001).

Hui, Lam and Law (2000) found that employees who believed that going beyond what is expected would increase their chances for promotion and thus engaged in higher levels of citizenship behaviors. However, they decreased their level of OCB after the promotion. Impression management was therefore their main motive for engaging in OCB in order for them to reach that goal which was the desired promotion. While impression management can be motives for engaging in OCB for permanent workers, Blatt (2008) argues that temporary knowledge workers might engage in OCB but not with IM motives. According to her, temporaries have little incentive to use IM because their stay in the organization is only temporary. On the other hand, it has been argued that there is a positive relationship since they might be motivated to engage in IM in order to obtain a permanent job (De Cuyper & De Witte, 2008; De Cuyper, Notelaers, & De Witte, 2009).

Contingent workers emphasized the need for them to look good in order to be noticed in case there are future opportunities (Gay & Yeh, 2013). Thus impression management might be a motive for them to increase their level of OCB for better chances of renewal. Yun et al. (2007) concluded that IM is a useful approach to understanding citizenship behaviors and anyone might engage in impression management to attain a specific goal. Therefore, one's engagement in OCB might be motivated by impression management motives and/or the quest to really be helpful or an exemplary worker. In the former case, OCB is performed more to create a favorable impression than for its true nature as people performing OCB are observed more favorably than others (Bolino, 1999; Salamon & Deutsch, 2006). The researcher, to understand the influence of IM on the contingent workers OCB assumes that:

Hypothesis 2*: Impression management motives have a positive relationship with OCB of contingent workers in the non-profit sector in Haiti.*

Hypothesis 2a*: Impression management motives have a positive relationship with the altruism of contingent workers in the non-profit sector in Haiti.*

Hypothesis 2b*: Impression management motives have a positive relationship with conscientiousness behaviors of contingent workers in the non-profit sector in Haiti.*

Hypothesis 2c*: Impression management motives have a positive relationship with attendance behaviors of contingent workers in the non-profit sector in Haiti.*

Choice of Contract

The issue of contract of choice also called volition has consistently been brought up in research on temporary employment. Is has been found that employee behaviors vary when their working under contract is voluntary or not. As mentioned earlier, temporary workers has been categorized mainly as voluntary, involuntary, stepping stone (Tan & Tan, 2002) and non-involuntary with no clear preference for voluntary or stepping stone motives (De Jong, De Cuyper, De Witte, & Bernhard-Oettel, 2009). The voluntary motive, according to Tan and Tan (2002) is considered as offering more freedom. The involuntary refers to the difficulty to find a regular job. The stepping stone relates to using temporary work as an experience which will help in gaining more experience, acquiring new skills, or in order to gain a regular job as soon as the opportunity arises. Workers in that latter category are either voluntary or involuntary with the main focus on achieving a particular goal (De Jong et al., 2009). Voluntary work choice has been described as bringing favorable outcomes to workers (De Cuyper et al., 2008) since it was chosen for its convenience, therefore meeting their needs. On the other side, people that were forced into temporary work because of no other options are not as much motivated therefore not experiencing it positively (Moorman & Harland, 2002).

Preference for temporary work, according to Clinton et al. (2011), indicates how the temporary work is experienced and is therefore necessary to be taken into account for a better grasp on the worker's past experiences and future expectations. To investigate the influence of choice of contract on OCB of contingent workers the researcher assumes working under contract involuntarily will be related to lower levels of OCB:

***Hypothesis 3**: Involuntary choice of contract has a negative relationship with OCB of contingent workers in the non-profit sector in Haiti.*

***Hypothesis 3a**: Involuntary choice of contract has a negative relationship with altruism of contingent workers in the non-profit sector in Haiti.*

***Hypothesis 3b**: Involuntary choice of contract has a negative relationship with conscientiousness of contingent workers in the non-profit sector in Haiti.*

Hypothesis 3c*: Involuntary choice of contract has a negative relationship with attendance of contingent workers in the non-profit sector in Haiti.*

Time Remaining on Contract as a Moderator

Bolino and Turnley (1999) pointed out that individuals may have IM motives for engaging in behaviors like OCB at strategic times like close to performance reviews (Leary & Kowalski, 1990). This would make a favorable impression on the supervisor who will eventually rate performance more favorably. Clinton et al. (2011) found that at the end of a contract, temporary workers may enhance their performance which might be for impression management purposes in order to secure an eventual continuation with the organization. As the contract approaches to an end, the worker is often uncertain of the renewal of the contract as it is known that they will be either terminated or renewed; it depends on the possibilities for renewal if any and the performance evaluation. These workers in Haiti are always wondering whether they will be renewed or not. This is a major concern uncovered in Gay and Yeh's (2013) study. The ending period of the contract is therefore a crucial time which is considered as leading to a change, therefore experienced as threatening (Clinton et al., 2011). The worker will, at the end, know whether there will be termination or renewal of the contract. For that reason it can be inferred that, if it is important to be renewed, he/she will be doing what it takes to reach that goal. If it is believed that an increase in OCB will do, they will perform more OCB in order to stay in the organization.

Time remaining on the contract consequently might have an influence on how contingent workers with IM motives engage in OCB particularly close to the renewal of contract. Thus, less time remaining may lead to a stronger relationship between IM motives and OCB. To understand this phenomena, the researcher assumes that time remaining on contract will have an impact on the relationship between IM motives and OCB

Hypothesis 4*: Time remaining on contract negatively moderates the relationship between IMM and OCB with shorter time remaining strengthening the relationship between IM motives and the OCB of contingent workers in the non-profit sector in Haiti.*

Hypothesis 4a*: Time remaining on contract negatively moderates the relationship between IMM and altruism with shorter time remaining strengthening the relationship between IM motives and the altruism of contingent workers in the non-profit sector in Haiti.*

Hypothesis 4b*: Time remaining on contract negatively moderates the relationship between IMM and conscientiousness with shorter time remaining strengthening the relationship between IM motives and the conscientiousness of contingent workers in the non-profit sector in Haiti.*

Hypothesis 4c*: Time remaining on contract negatively moderates the relationship between IMM and attendance with shorter time remaining strengthening the relationship between IM motives and the attendance of contingent workers in the non-profit sector in Haiti.*

Expectations of Contract Continuation as a Moderator

Another important factor to consider when studying contingent workers is the hope about future employment (Feldman, 2006). Contingent workers are aware that their current employment is for a specific duration and there is no promise of ongoing employment relationship with the employer. As the contract expires, there might be renewals as well as terminations. Consequently, these workers are not sure about their future since there is not any certainty relating to the eventual renewal of contract. When a worker for some reason thinks the contract is going to be extended, there is a decrease of that uncertainty which will eventually contribute to a better experience for the time being and would somewhat provide some satisfaction to the worker (Clinton et al., 2011). When contingent workers hope to have a contract renewed, they tend to have more positive job attitude and increase their performance (Feldman, 2006).

An empirical study by Clinton et al. (2011) corroborates this idea since it was found that greater expectations of employment continuation was related to lower job insecurity, higher job satisfaction, higher in-role performance and higher organizational commitment. Since for many of the contingent workers the end of a contract might be a stressful period since they will have to start thinking about trying to find other jobs elsewhere and, as workers in Haiti generally want their contract renewed, it is assumed that they will increase their level of OCB as their

expectations are lower to maximize their chances of having their contract renewed. The willingness of the workers to continue working in the organization might explain the possible influence expectation of contract continuation may have on the relationship between IMM and OCB. The researcher assumes that expectation of contract continuation will moderate the relationship between IMM and OCB.

Hypothesis 5*: Expectation of contract continuation will negatively moderate the relationship between IMM and OCB such as negative expectation would strengthen the relationship between Impression management motives and OCB*

Hypothesis 5a*: Expectation of contract continuation negatively moderates the relationship between IMM and altruism with negative expectation strengthening the relationship between impression management motives and altruism.*

Hypothesis 5b*: Expectation of contract continuation negatively moderates the relationship between IMM and conscientiousness with negative expectation strengthening the relationship between impression management motives and conscientiousness.*

Hypothesis 5c*: Expectation of contract continuation negatively moderates the relationship between IMM and attendance with negative expectation strengthening the relationship between impression management motives and attendance.*

CHAPTER III METHODOLOGY

This chapter will provide insight about the research framework, the hypotheses, the research procedure, data collection the sample, the measurements as well as the data analysis methods.

Research Framework

Figure 3.1 illustrates the research framework which demonstrates the effect of perceived supervisor support, impression management motives and choice of contract on OCB. It also shows the moderating effect of time remaining on the contract as well as expectation of contract continuation on the relationship between some of the independent variables and OCB.

There are three independent variables which are perceived supervisor support, impression management motives, and choice of contract. The moderators are time remaining on the contract and expectation of contract continuation. The dependent variable is organizational citizenship behavior. All of the variables used in this study have been already proposed in literature and the researcher tried as much as possible to use instruments that have already been tested as reliable and valid.

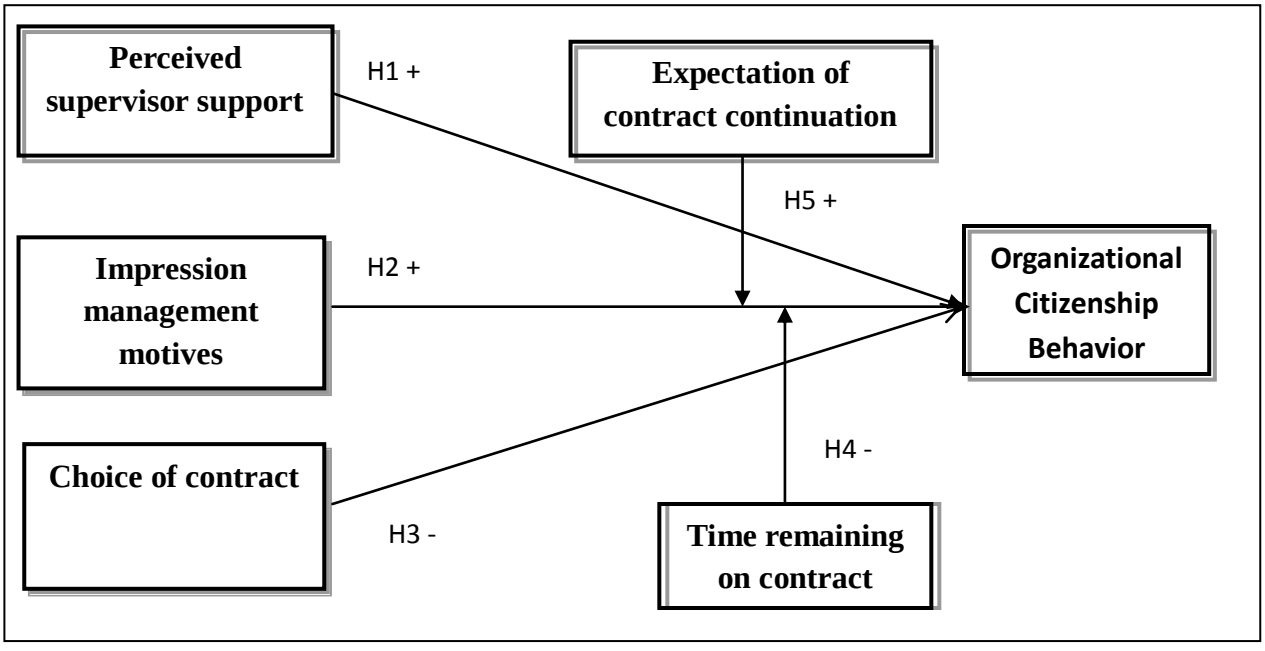

Figure 3.1. Research Framework

Research Hypotheses

Hypothesis 1*: Perceived supervisor support has a positive relationship with contingent workers' OCB in the nonprofit sector in Haiti.*

Hypothesis 1a*: Perceived supervisor support has a positive relationship with contingent workers' altruism in the nonprofit sector in Haiti*

Hypothesis 1b*: Perceived supervisor support has a positive relationship with contingent workers' conscientiousness behaviors in the non-profit sector in Haiti.*

Hypothesis 1c*: Perceived supervisor support has a positive relationship with contingent workers' attendance behaviors in the nonprofit sector in Haiti.*

Hypothesis 2*: Impression management motives have a positive relationship with OCB of contingent workers in the non-profit sector in Haiti.*

Hypothesis 2a*: Impression management motives have a positive relationship with the altruism of contingent workers in the non-profit sector in Haiti.*

Hypothesis 2b*: Impression management motives have a positive relationship with conscientiousness behaviors of contingent workers in the non-profit sector in Haiti.*

Hypothesis 2c*: Impression management motives have a positive relationship with attendance behaviors of contingent workers in the non-profit sector in Haiti.*

Hypothesis 3*: Involuntary choice of contract has a negative relationship with OCB of contingent workers in the non-profit sector in Haiti.*

Hypothesis 3a*: Involuntary choice of contract has a negative relationship with altruism of contingent workers in the non-profit sector in Haiti.*

Hypothesis 3b*: Involuntary choice of contract has a negative relationship with conscientiousness of contingent workers in the non-profit sector in Haiti.*

Hypothesis 3c*: Involuntary choice of contract has a negative relationship with attendance of contingent workers in the non-profit sector in Haiti.*

Hypothesis 4*: Time remaining on contract negatively moderates the relationship between IMM and OCB with shorter time remaining strengthening the relationship between IM motives and the OCB of contingent workers in the non-profit sector in Haiti.*

Hypothesis 4a*: Time remaining on contract negatively moderates the relationship between IMM and altruism with shorter time remaining strengthening the relationship between IM motives and the altruism of contingent workers in the non-profit sector in Haiti.*

Hypothesis 4b*: Time remaining on contract negatively moderates the relationship between IMM and conscientiousness with shorter time remaining strengthening the relationship between IM motives and the conscientiousness of contingent workers in the non-profit sector in Haiti.*

Hypothesis 4c*: Time remaining on contract negatively moderates the relationship between IMM and attendance with shorter time remaining strengthening the relationship between IM motives and the attendance of contingent workers in the non-profit sector in Haiti.*

Hypothesis 5*: Expectation of contract continuation negatively moderates the relationship between IMM and OCB with negative expectation strengthening the relationship between Impression management motives and OCB*

Hypothesis 5a*: Expectation of contract continuation negatively moderates the relationship between IMM and altruism with negative expectation strengthening the relationship between impression management motives and altruism.*

Hypothesis 5b*: Expectation of contract continuation negatively moderates the relationship between IMM and conscientiousness with negative expectation strengthening the relationship between impression management motives and conscientiousness.*

Hypothesis 5c*: Expectation of contract continuation negatively moderates the relationship between IMM and attendance with negative expectation strengthening the relationship between impression management motives and attendance.*

Research Procedure

This section explains the steps taken in order to develop this research. The procedure is as shown in figure 3.2. The researcher considered an exploratory study already done in the subject as a lead for the research questions. In order to come up with viable research questions, the second step for this study was a review of literature to develop the basis for the research. The findings from previous studies allowed the identification and a better framing for the research questions. The research questions and hypotheses were developed from literature review. Once the research variables have been clearly identified, a framework was developed in order to represent the relationships between them. From literature the researcher chose the measures to collect the data needed in order to answer the research questions and test the hypotheses. A pilot study was conducted to test initial reliability and validity of the questionnaire. After gathering data, a series of analysis was performed in order to answer the research questions. Afterwards, the researcher discussed the results, answered the research questions, suggested future research and concluded the study.

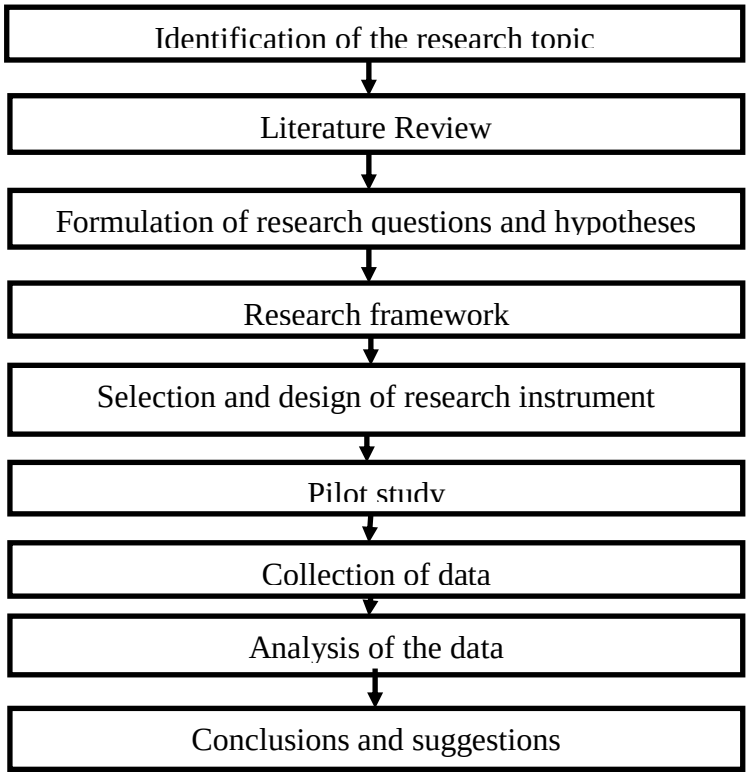

Figure 3.2. Research Procedure

Research Design

Sampling

The researcher opted for a quantitative method through distribution of survey questionnaires to measure the impact of perceived supervisor support, impression management motives, and choice of contract on OCB of contingent workers in Haiti. Survey questionnaires were distributed by the researcher to the targeted contingent workers in Haiti. Initial contact was made with human resource representatives of organizations in the non-profit sector explaining the purpose of the study via email or telephone in order for the researcher to be granted access to the potential respondents. In order to ensure validity and reliability, a pre-test on a similar sample with the French version of the questionnaire was performed with an electronic version of the final questionnaire. The researcher therefore went to various non-profit organizations in order to find participants and collected some data immediately after the participant finished filling out the questionnaire. The participants were contingent workers in the non-profit sector in Port-au-Prince which is the capital of Haiti and seven regions of the country.

Because there are different types of contingent workers and they do not all share the same attitudes and behavioral outcomes, this study focuses on workers not hired through an agency but by the organization itself. They are also called direct-hires or in-house temporaries. This sampling was done according to Wilkin's (2013) and Marler et al. (2002) studies which suggest that future studies should specify exactly the type of contingent workers being studied in order to have a more uniform sample and clearer understanding of a specific group of workers and better results for cross-cultural comparisons. Therefore, the criteria for inclusion in this study were the following:

1. Participants must be contingent workers and be under the direct supervision of the organization which means no intermediary agency must be involved in the employment relationship.
2. The participants must be working under contract with precise start and end dates.
3. The participants must be employed in the non-profit sector

A pilot study was conducted on a similar sample of 44 contingent workers in the non-profit sector in Haiti. The different variables yield satisfactory Cronbach`s Alpha for the variables being studied.

Data Collection

The original questionnaire was translated into French which is an official language of the country then a backward translation into English was performed in order for the researcher to be sure that there is no major loss of meaning for the items. Suggestions were made by an HR specialist to leave the English version of the items on OCB as there were some supervisors who were not locals therefore not necessarily French literate. Consequently, the questionnaire for supervisors contained both French and English items for OCB. The pilot test was conducted on 44 contingent workers in different non-profit organizations.

To ensure confidentiality of the research, questionnaires were provided in an envelope containing both the supervisor and the subordinate questionnaire. The researcher went directly to the organizations who granted access in order to explain the coding process so that confidentiality could be maintained and to reduce biases. The supervisor, with a list, coded each questionnaire and gave the subordinate the part he/she had to fill. Both supervisor and subordinate had the same code on their survey. The researcher collected some surveys the same day and also returned a few weeks later in order to collect the remaining ones. They were individually put in a sealed envelope then regrouped in a bigger case by department in order to facilitate collection by the researcher. The researcher ensured each time a bag was collected to write on the envelope a code randomly created in order not to mix the different organizations.

Sample Profile

In this research, 270 questionnaires were distributed in 9 different organizations, and, with a return rate of 67%, 181 questionnaires were used for this study.

From the 181 respondents, 82 are from one organization executing a communication project. The majority of the sample (88, or 48%) had a bachelor degree. There were 86 (47%) females, 95 (52%) males and ages ranging from 23-32 years had the highest frequency (92, or 50%) and most of the respondents (70, or 38%) have been working in their organization for more than a

year up to three years. In this sample, 89 (49%) had mostly no temporary work experience prior to joining their actual organization and the current contract duration of the majority (82, or 45%) was of less than two months.

The respondents had a minimum of one day and a maximum of 360 days before contract expires with a mean of 74.56 days. Their contracts have been renewed from a minimum of zero time to 23 times with a mean of 8.8 times. The majority (82 or 45%) is currently employed in an organization providing communication services. Table 3.1 shows the descriptive statistics of the sample for this study.

Table 3.1.

Descriptive Statistics of the Sample (N=181)

Variable	Item	Frequency	Percentage (%)
Age	Less than 23	4	2.2
	23-32	92	50.8
	33-42	74	40.9
	43-52	8	4.4
	53-62	3	1.7
Gender	Female	86	47.5
	Male	95	52.5
Education	High school diploma	59	32.6
	Bachelor degree	88	48.6
	Master degree	10	5.5
	Doctorate	1	.6
	Other	23	12.7

(continued)

Table 3.1. (continued)

Variable	Item	Frequency	Percentage (%)
Tenure	Less than three months	8	4.4
	Three to six months	7	3.9
	Seven to 12 months	10	5.5
	More than a year up to three years	70	38.7
	More than three up to five years	37	20.4
	More than five up to seven years	39	21.5
	More than seven years	10	5.5
Contract duration	Less than two months	82	45.3
	Two to four months	32	17.7
	Five to seven months	25	13.8
	Eight to 10 months	5	2.8
	11 to 13 months	25	13.8
	Over 13 months	12	6.6
Previous temporary work experience	Zero	89	49.2
	Less than three months	15	8.3
	Three to six months	14	7.7
	Seven to 12 months	21	11.6
	More than a year up to three years	18	9.9
	More than three years up to five years	18	9.9
	More than five up to seven years	4	2.2
	More than seven years	2	1.1

(continued)

Table 3.1. (continued)

Variable	Item	Frequency	Percentage (%)
Organization nationality	Other	12	6.6
	Local	16	8.8
	International	165	91.2
Expectation of contract continuation	Yes	153	84.5
	No	28	15.5
Organization Type	Health	11	6.1
	Education	2	1.1
	Religious	5	2.8
	Social Service	12	6.6
	Humanitarian	31	17.1
	Environment	7	3.9
	Housing	2	1.1
	Communication	82	45.3
	Humanitarian_Environment_Social service_Housing	17	9.4

Measurement

A survey questionnaire was developed for the collection of data for this study. The variables, as identified from literature were measured with items already used for that purpose. The questionnaire was divided into five parts and 7-point Likert scales were provided as options used by the participants to score their answers. Please refer to Appendix E and F for the complete survey questionnaire.

Impression Management Motives

Impression management motives (IMM) relate to people who are motivated to manage impressions in order to avoid projecting a negative image and to obtain rewards (Rioux & Penner, 2001). In that section of the questionnaire, a definition of OCB as well as some examples was provided. Respondents were asked, how important, according to the statements relating to impression management motives, it was for them to engage in OCB. The impression management motives were measured using the citizenship motives' impression management items developed by Rioux and Penner (2001). It contained six items and sample items are: "to impress my coworkers" as acquisitive motive and "to avoid looking lazy" as a defensive motive with response options ranging from 1 (not at all important) to 7 (very important). The item "Because I want a raise" was replaced by "Because I want to be noticed for future work opportunities" in order to better reflect the situation of the sample. The higher the score is, the higher the impression management motives.

Perceived Supervisor Support

Perceived supervisor support refers to the belief the employee has that the supervisor acknowledges hard work from the employee and shows genuine attention to ensure the employee's wellbeing (Kottke & Sharafinski, 1988). The measure for perceived supervisor support was measured with 12 items using the PSS scale developed by Kottke and Sharafinski (1988) which consisted mostly in replacing the word organization by the word supervisor. The psychometric properties of the scale were demonstrated by the developers and the items showed the same factor structure as the perceived organizational support scale while there was low correlation between the two scales showing very little overlapping. The response options for the items ranged from 1 (strongly disagree) to 7 (strongly agree). A sample item is "My supervisor wants to know if I have any complaints".

Choice of Contract

The choice of contract refers to the involuntary reasons for working under temporary contract. The choice of contract was measured with six items measuring involuntary reasons for working under contract from the scale developed by Tan and Tan (2002) with reference to the eight factors highlighted by the study of Ellingson, Gruys, and Sackett (1998). Participants rated their answers from 1 (strongly disagree) to 7 (strongly agree) with high levels representing involuntary reasons and low levels expressing a more voluntary choice. A sample item is "I am working under contract because it is difficult to find a permanent job that is satisfactory".

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to these behaviors that are individual, discretionary, and not directly or formally recognized by the reward system, but in the aggregate contribute to the effectiveness of the organization (Organ, 1988). Twelve items from the scale developed by Smith et al. (1983) were used to measure organizational citizenship behavior illustrating the behaviors oriented towards individuals (altruism) and towards the organization (conscientiousness and attendance). Sample items for altruism and conscientiousness are "help others who have heavy workloads" and "does not take extra breaks". A sample of attendance behavior is "gives advance notice if unable to come to work". Supervisors were asked to rate how frequently their subordinate engaged in OCB with a scale ranging from 1 (never) to 7 (always).

Temporal Factors

The temporal factors considered for this study refer to variables relating to time remaining on contract and future expectations of employment which may influence the contingent worker's outcomes.

Expectation of contract continuation.

Expectation of contract continuation is assessed as a dichotomous variable. The respondent has to answer yes or no to the following question: Do you think your present employment contract will be renewed when it expires?

Time remaining on contract.

Time remaining on contract is assessed as a continuous variable where the respondent has to write the time remaining on contract in months, in weeks in case there is less than a month and in days in case there is less than a week left.

Demographics

Participants were asked to provide their age, education, gender, tenure in the current organization, type of organization, their contract duration, number of times contract was renewed, and whether they had previous temporary work experience before joining their current organization or not in order to better understand their profile and the impact these may have on the study variables.

Control Variables

Past research has demonstrated that age, educational level, gender and tenure do impact employee's engagement in OCB (Podsakoff et al., 2000). Job satisfaction is considered as being the main predictor of OCB, therefore a general measure of job satisfaction from Wright and Cropanzano (1998) in the questionnaire helped control for this factor. It had five items with a sample being: "All in all, how satisfied are you with your salary?" Respondents had answer options from 1 (very dissatisfied) to 7 (very satisfied).

The demographic variables included in this study and which were also used as control variables are: gender assessed as a dichotomous variable; age, educational level, and tenure assessed as ordinal variables.

A summary of the items used in the questionnaire as well as sources is provided in table 3.2.

Table 3.2.

Measurement Scale Items

Variable	Items	References
Perceived supervisor support	12 items	Kottke and Sharafinski (1988)
Impression management motives	6 items	Rioux and Penner (2001)
Choice of contract	6 items	Ellingson, Gruys, and Sackett(1998), Tan and Tan (2002)
Organizational citizenship behaviors	12 items	
Altruism	7 items	Smith et al., (1983)
Conscientiousness	3 items	
Attendance	2 items	

Validity and Reliability

Reliability and validity refer to two concepts attempting to ensure that instruments are stable overtime and effectively measure what they are intended to. Albeit the instruments used for this study have been previously validated, it was important for the researcher to some extent test content validity by having expert review of the questionnaire and by conducting a pretest on a similar sample in order to make necessary modifications and subsequently enhance the questionnaire and ensure better reliability

Exploratory Factor Analysis

The SPSS software was used in order to do the preliminary exploration of the data in order to check for errors, outliers, and the distribution of the data. The whole questionnaire was subjected to factor analysis to see how the different measurements of the current study matched the original factor structure of the measurement scales. It was important to conduct Kaiser-Mayer-Olkin (KMO) and Bartlett's Test of Sphericity on the data in order to ensure suitability for exploratory factor analysis (Hair, Anderson, Tatham, & Black, 1998). The KMO result for the exploratory factor analysis is .834; the Barlett's Test had a significance of .000. Factors with an eigenvalue larger than one were used. Seven factors were extracted with a total variance explained of 65.046 and varimax rotation method was used (Kinnear & Gray, 2000).

The items loaded mostly on their intended components with OCB loading on three components. This factor structure matched literature on OCB with three dimensions and the behaviors in the current study were named after the dimensions reported by Podsakoff et al. (1993). Items cross-loading on two components were deleted if the difference between these cross-loadings was below .2. Items were also eliminated when they loaded alone in a different component. The items for choice of contract loaded on two components as involuntary and stepping stone reasons. Table 3.3 shows the final EFA table for all the variables with the factor loading for each item. The first component relates to PSS, the second altruism, the third IMM, the fourth conscientiousness dimension of OCB, the fifth and the sixth, stepping stone and involuntary choice of contract and the last represents attendance dimension of OCB.

Table 3.3.

Rotated Component Matrix for all Variables

	Component						
	1	2	3	4	5	6	7
PSS7_My supervisor really cares about my well-being	.841						
PSS12_My supervisor cares about my opinion	.827						
PSS14_My supervisor cares about my opinion	.810						

(continued)

Table 3.3. (continued)

	Component						
	1	2	3	4	5	6	7
PSS11_My supervisor shows a lot of concern for me	.801						
PSS10_My supervisor cares about my general satisfaction at work	.778						
PSS5_My supervisor takes my best interests into account when he/she makes decisions that affect me	.773						
PSS6_Help is available from my supervisor when I have a problem	.763						
PSS13_My supervisor takes pride in my accomplishments	.753						
PSS8_If I did the best job possible my supervisor would be sure to notice	.715						
PSS4_My supervisor wants to know if I have any complaints	.675						
PSS9_My supervisor is willing to help me when I need a special favor	.669						
PSS2_My supervisor appreciates extra efforts from me	.614						
OCB4_Helps others who have heavy workloads		.874					
OCB1_Helps others who have been absent		.873					
OCB3_Orients new people even though it is not required		.843					
OCB2_Volunteers to help for things that are not required		.803					
OCB5_Assists with your work		.779					
OCB6_Makes innovative suggestions to improve department		.778					
OCB7_Attends functions not required but that help company image		.642					
IMM4_To avoid a reprimand from my boss			.851				
IMM5_Because I fear appearing irresponsible			.808				
IMM2_avoid looking lazy			.800				
IMM1_To avoid looking bad			.739				
IMM9_Because I want to be considered for future work opportunities			.667				
IMM6_To look like I am busy.			.504				
OCB12_Does not take extra breaks				.879			

(continued)

Table 3.3. (continued)

	Component						
	1	2	3	4	5	6	7
OCB11_Does not take unnecessary time off work				.854			
OCB13_Does not spend time in idle conversation				.835			
CC8_Provides a testing ground before I embark on a career with certain organizations					.769		
CC6_Allows me to try out working life before going for a permanent full-time job					.761		
CC7_Can land me in permanent jobs					.740		
CC3_Because it was the only one I could get						.752	
CC4_Because I lost my job						.700	
CC2_Because I do not have the necessary qualification and/or skills						.612	
OCb15_Is punctual							.838
OCB9_Gives advance notice if unable to come to work							.613

Note. Extraction method: Principal Component Analysis.
Rotation Method: Varimax

Internal Consistency Reliability

The reliability of the scales was then tested and the Cronbach`s alpha of each of the dimensions of the questionnaire was then calculated to check the reliability of each scale after deletion of items. It should be greater than .70 (Nunnally, 1978) for it to be acceptable. The reliability for IMM was 0.85, for PSS 0.93, for choice of contract 0.72 with two dimensions one called stepping stone 0.78 and the other related to involuntary choice 0.55 and for OCB 0.87 with altruism 0.91, conscientiousness 0.85 and attendance 0.58 as shown in table 4.1.

CHAPTER IV DATA ANALYSIS AND RESULTS

This chapter presents the results of data analysis. The mean and standard deviation of major research variables was calculated along with the correlations between each pair of variables. Later on the hypotheses were tested using hierarchical regression in SPSS software.

Correlation Analysis

A Pearson product-moment correlation coefficient was computed to assess the relationship among all study variables. There was a significant correlation between PSS and OCB (r=.163, p < .05). Impression management motives, choice of contract, time remaining and expectation of contract continuation had no significant correlations with OCB .

Job satisfaction as a control variable had a positive and significant correlations with OCB (r=.265, p < .01), altruism (r=0.23, p <.01), conscientiousness (r=0.466, p < .01) and compliance (r=.215, p < .01). None of the other control variables had significant correlations with the other main variables.

Perceived supervisor support was positively correlated with altruism (r=.190, p< .05), conscientiousness (r=.907, p<.01). Conscientiousness was positively correlated with impression management motives (r=.210, p <.01)) and perceived supervisor support (r=.253, p <.01). Choice of contract was positively correlated with conscientiousness (r=.171, p <.05) and negatively correlated with attendance (r=-.151, p<.05).

Previous temporary work experience had a positive relationship with altruism (r=.172, p<.05). Job satisfaction was negatively correlated with time remaining on contract (r= -.161, p <.05). Expectation of contract continuation was negatively correlated with previous temporary work experience (r= -.156, p <.05)

Table 4.1.
Correlational Analysis

Variables		Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1.	Age	2.52	0.696	1																
2.	Gender	0.52	0.501	.209**																
3.	Expectation	0.15	0.363	-.059	.040															
4.	Education	2.12	1.687	-.016	-.157*	-.067														
5.	Tenure	4.54	1.376	.250**	.178*	-.089	-.129													
6.	Job satisfaction	5.02	1.087	.090	.027	-.088	.001	-.066												
7.	Previous temp. work experience	2.69	2.004	.217**	.190*	-.156*	.029	-.056	.138											
8.	Contract renewed how many times	8.8	5.427	.199**	.132	-.004	-.189*	.718**	.037	.061										
9.	Contract Duration	2.42	1.687	.019	-.091	-.098	.119	-.212**	-.127	-.012	-.484**									
10.	Time remaining	74.6	83.84	-.042	-.193**	-.024	.237**	-.164*	-.161*	-.045	-.357**	.663**								
11.	Impression Mgt Motives	4.51	1.602	-.054	.168*	.046	-.094	.051	.189*	.107	.105	-.100	-.127	(0.85)						
12.	Perceived sup. Support	4.86	1.357	.033	.025	-.066	.069	-.108	.577**	.142	-.032	.007	-.175*	.253**	(.93)					
13.	Choice of contract	3.26	1.482	-.045	.014	-.031	.025	-.257**	.074	.029	-.207**	-.017	-.003	.318**	.099	(.67)				
14.	OCB	4. 8	1.242	.002	-.054	-.088	.093	-.049	.265**	.143	-.012	.071	.049	.140	.163*	.001	(.87)			
15.	Altruism	4.78	1.204	-.002	-.023	-.099	.045	-.078	.230**	.172*	-.043	.081	.023	.122	.190*	-.021	.919**	(.91)		
16.	Conscientiousness	4.73	1.524	.040	.059	-.081	.092	-.141	.466**	.121	-.064	.020	-.134	.210**	.907**	.171*	.191**	.196**	(.85)	
17.	Attendance	5.66	0.877	.027	.013	.008	.140	.081	.146	.060	.091	.068	.134	.095	.001	-.151*	.501**	.396**	-.012	(.58)

Note. Numbers in the brackets represent the Cronbach's Alpha values of the variables. Expectation is coded as dummy variable yes=0, no=1. Gender is coded as dummy variable female=0, male =1. Age, education and tenure are coded as categorical variables.
*$p < .05$. **$p < .01$.

Hierarchical Regression Analysis

After the model was validated and estimated as reliable, hypothesis testing was conducted in order to answer the research questions. The research hypothesized that organizational citizenship behavior antecedents identified from literature would influence the OCB of contingent workers in the non-profit sector in Haiti. Regression was run four times on OCB and its three dimensions in order to test the hypotheses. Impression management motives, perceived supervisor support, choice of contract were entered in regression as independent variables and OCB or its dimensions as dependent variable while taking into consideration the possible moderating effect of time remaining on contract and expectation of contract continuation on the relationships between impression management motives and OCB.

OCB as Dependent Variable

Hierarchical regression analysis was used to test if impression management motives, perceived supervisor support, choice of contract significantly predicted OCB. Hypotheses 1 to 5 were tested and the analysis also explored a possible interaction between time remaining on contract, expectation of contract continuation and impression management to determine whether time remaining and expectation of contract continuation moderate the relationships between impression management motives and OCB. In the hierarchical regression reported in Table 4.2, age, gender, education, tenure and job satisfaction were entered as control variables into the analysis first. In model 2, IMM, PSS and CC were entered. In model 3, time remaining on contract and expectation of contract continuation were entered, followed by the IMM-time interaction in model 4. In the last model, the IMM-expectation interaction was entered.

Hypothesis one stated that: Perceived supervisor support has a positive influence on OCB. As depicted in table 4.2 under model 5, PSS had no significant impact on OCB (β=-0.016) and had a negative sign which is contrary to what was expected. Hypothesis one is therefore rejected. Hypothesis 2 stated that: Impression management motives have a positive influence on OCB. The results showed that IMM does not significantly predict OCB (β= 0.143); hypothesis two is also rejected.

Table 4.2.

Summary of Hierarchical Regression Analysis for Variables Predicting OCB (N=180)

	Organizational Citizenship Behavior				
	Model 1	Model 2	Model 3	Model 4	Model 5
Age	-.009	.008	.004	.008	.010
Gender	-.045	-.063	-.051	-.050	-.047
Education	.084	.094	.075	.094	.092
Tenure	-.010	-.039	-.038	-.016	-.020
JS	.267***	.255**	.255**	.227*	.233*
IMM		.142†	.149†	.122	.143
PSS		-.022	-.014	-.014	-.016
CC		-.072	-.076	-.082	-.080
Time			.071	.059	.063
Expect			-.070	-.076	-.071
IMM x time				.150†	.142†
IMM x Expect					-.057
R^2	.082	.098	.107	.127	.129
ADJ.R^2	.055	.056	.054	.070	.067
ΔR^2		0.016	.009	.020†	.003
F	3.088*	2.319*	2.031*	2.218*	2.069*

Note: 1. IMM=Impression Management Motives; PSS= Perceived Supervisor Support; CC= Choice of Contract; OCB= Organizational Citizenship Behavior; Expect= Expectation of contract continuation; Time= Time Remaining on Contract; JS= Job Satisfaction

2. The variables involved in the interaction were centered at their mean
3. Expectation coded as dummy variable yes=0, no=1
4. Gender coded as dummy variable female=0, male =1

† *p< 0.1* **p < .05* ***p < .01* ****p < .001*

Hypothesis three stated that choice of contract would have a negative relationship with OCB. The results showed CC to have a negative but not significant relationship with OCB (β=- 0.080) leading to the rejection of this hypothesis as well. It was hypothesized that shorter time remaining on contract would moderate the relationship between IMM and OCB such that less time remaining would lead to a stronger relationship between IMM and OCB. The results showed the interaction as being significant (β=0.142, p<.1) but with a positive influence causing hypothesis four to be rejected. Figure 4.1 shows the possible influence of time remaining on contract on OCB with more time remaining strengthening the relationship between IMM and OCB.

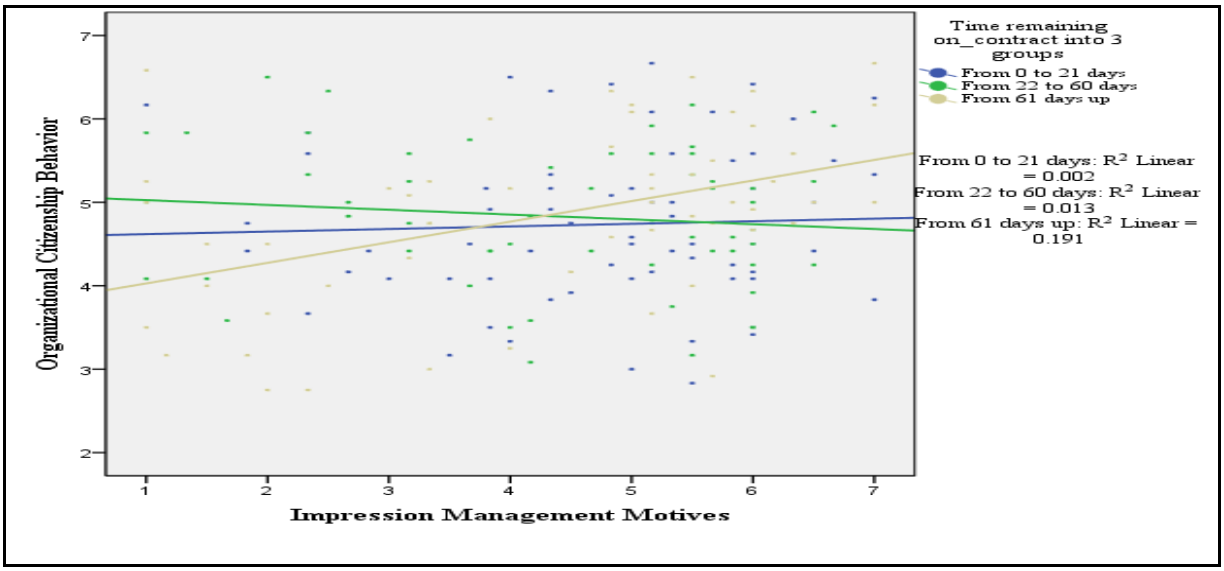

Figure 4.1. Moderating effect of time remaining between IMM and OCB

Hypothesis five stated that the interaction of negative expectation of contract continuation would strengthen the relationship between IMM and OCB. The results do not support this hypothesis as the interaction was not significant (β=-0.57). The regression shows an acceptable power of the model to explain OCB (F=2.069, p<.05), although it only explained 12.9% of the variance of OCB (R^2 = 0.129). There was a significant R squared change in model 4 of the table (ΔR^2=0.020, p< .1) with the addition of the IMM-time interaction.

Altruism as Dependent Variable

Hierarchical regression analysis was used to test the impact of impression management motives, perceived supervisor support, choice of contract on altruism. The five hypotheses were tested while considering a possible interaction between time remaining on contract and impression management as well as expectation of contract continuation and IMM to determine whether time remaining and expectations moderate the relationships between impression management motives and altruism. In the hierarchical regression reported in Table 4.3, age, gender, education, tenure and job satisfaction were entered as control variables into the analysis first. In model 2, IMM, PSS and CC were entered. In model 3, time remaining on contract and expectation of contract continuation were entered, followed by the IMM-time interaction in model 4. In the last model, the IMM-expectation interaction was entered.

As altruism was considered as dependent variable, this regression showed the models as providing very low fit to the data as portrayed in table 4.3. Only job satisfaction had some impact (β=0.154, $p<.10$) in model 1.

Table 4.3.

Summary of Hierarchical Regression Analysis for Variables Predicting Altruism (N=180)

	Altruism				
	Model 1	Model 2	Model 3	Model 4	Model 5
Age	-.006	.010	.005	.009	.010
Gender	-.012	-.029	-.017	-.017	-.015
Education	.036	.040	.023	.039	.038
Tenure	-.055	-.084	-.089	-.071	-.074
JS	.227**	.176†	.173†	.150	.154†
IMM		.119	.129	.106	.119
PSS		.056	.060	.060	.059

(continued)

Table 4.3. (continued)

	Altruism				
	Model 1	Model 2	Model 3	Model 4	Model 5
CC		-.099	-.106	-.111	-.110
Time			.052	.042	.044
Expect			-.093	-.098	-.095
IMM x time				.123	.119
IMM x Expect					-.033
R^2	.058	.077	.088	.101	.102
ADJ.R^2	.031	.034	.034	.042	.037
ΔR^2		.018	.011	.013	.001
F	2.152†	1.776†	1.623	1.712†	1.575

Note: 1. IMM=Impression Management Motives; PSS= Perceived Supervisor Support; CC= Choice of Contract; OCB= Organizational Citizenship Behavior; Expect= Expectation of contract continuation; Time= Time Remaining on Contract; JS= Job Satisfaction

2. The variables involved in the interaction were centered at their mean
3. Expectation coded as dummy variable yes=0, no=1
4. Gender coded as dummy variable female=0, male =1

† *p < 0.1* **p < .05* ***p < .01* ****p < .001*

Hypothesis 1a predicting influence of PSS on altruism was rejected (β=0.059) and so was hypothesis 2a (β=0.119). Hypothesis 3a stating that CC would have a negative influence on altruism was not supported (β=-0.110). The moderators did not have any significant impact but rather caused the model to become insignificant (F=1.575) when they were added to the model consequently rejecting hypotheses 4a and 5a. The predictors in model 2 explained 7.7% of the variance (R^2 =0.077) with F= 1.776, p<0.10.

Conscientiousness as Dependent Variable

Hierarchical regression analysis was used to test if impression management motives, perceived supervisor support, choice of contract significantly predicted conscientiousness. The analysis

also explored interactions between time remaining on contract and impression management and expectation of contract continuation and IMM to test whether time remaining and expectation moderate the relationship between impression management motives and conscientiousness.

In the hierarchical regression reported in Table 4.4, age, gender, education, tenure and job satisfaction were entered as control variables into the analysis first. In model 2, IMM, PSS and CC were entered. In model 3, time remaining on contract and expectation of contract continuation followed; in model 4 the IMM-time interaction was entered and in the last model, the IMM-expectation interaction. Hypothesis 1b stated that: Perceived supervisor support has a positive influence on conscientiousness. Table 4.4 model 5 shows that perceived supervisor support has a significant relationship with conscientiousness ($\beta = 0.955$, $p<0.001$). Hypothesis 1b is therefore supported as perceived supervisor support is found to relate to conscientiousness.

Table 4.4.

Summary of Hierarchical Regression Analysis for Variables Predicting Conscientiousness

	Conscientiousness				
	Model 1	Model 2	Model 3	Model 4	Model 5
Age	.014	.016	.014	.015	.015
Gender	.078	.049	.052	.052	.052
Education	.089	.024	.020	.023	.023
Tenure	-.117	-.028	-.029	-.025	-.025
JS	.455***	-.086*	-.087*	-.092*	-.091*
IMM		-.047	-.045	-.049	-.049
PSS		.954***	.955***	.955***	.955***
CC		.091**	.089*	.088*	.088*
Time			.014	.012	.012
Expect			-.024	-.024	-.024
IMM x time				.024	.024

(Continued)

Table 4.4. (continued)

	Conscientiousness				
	Model 1	Model 2	Model 3	Model 4	Model 5
IMM x Expect					-.001
R^2	0.242	0.84	0.841	0.841	.841
ADJ.R^2	0.220	0.832	0.831	0.831	.830
ΔR^2		0.598***	0.001	0.002	.000
F	11.124***	112.071***	89.092***	81.819***	73.644***

Note: 1. IMM=Impression Management Motives; PSS= Perceived Supervisor Support; CC= Choice of Contract; OCB= Organizational Citizenship Behavior; Expect= Expectation of contract continuation; Time= Time Remaining on Contract; JS= Job Satisfaction

2. The variables involved in the interaction were centered at their mean
3. Expectation coded as dummy variable yes=0, no=1
4. Gender coded as dummy variable female=0, male =1

† *p < 0.1* **p < .05* ***p < .01* ****p < .001*

Hypothesis 2b was not supported by the results as there was no significant positive relationship between IMM and conscientiousness. The model also shows a significant relationship between choice of contract and conscientiousness (β= 0.088, $p<0.05$) but it was not as hypothesized. Since it was predicted that CC would have a negative relationship with conscientiousness, hypothesis 3b was not supported although CC was significant. The interactions IMM-time (β=0.024) and IMM-expectation were not significant (β=-0.001) and did not add any value to the model. Hypotheses 4b and 5b were rejected. The regression shows that these predictors in model 5 explained 84% of the variance (R^2=.841, F=73.644, $p<0.001$). Model 2 showed the most significant change in R^2 compared to the other models (ΔR^2 =0.598, $p<0.001$).

Attendance as Dependent Variable

A hierarchical regression was conducted with attendance as dependent variable while exploring possible interaction between time remaining on contract and expectation of contract

continuation and IMM. In the hierarchical regression presented in Table 4.5, age, gender, education, tenure and job satisfaction were entered as control variables into the analysis first. In model 2, IMM, PSS and CC were entered. In model 3 the moderators were entered, followed by the IMM-time interaction in model 4 and IMM-expectation interaction in model 5.

Hypothesis 1c stated that: Perceived supervisor support has a positive influence on attendance. The results show that PSS had a negative significant influence on attendance (β=-0.138, $p<.05$) therefore rejecting hypothesis 1c. Hypothesis 2c stated that IMM would have a positive influence on attendance. Model 5 of table 4.5 shows significant influence of IMM on attendance (β=0.214, $p<.05$). There is therefore support for this hypothesis.

Table 4.5.

Summary of Hierarchical Regression Analysis for Variables Predicting Attendance (N=180)

	Attendance				
	Model 1	Model 2	Model 3	Model 4	Model 5
Age	-.015	.005	.000	.000	.004
Gender	.016	.005	.024	.024	.029
Education	.157*	.177*	.148†	.148†	.144†
Tenure	.113	.040	.065	.066	.057
JS	.154*	.221*	.235**	.234+	.247**
IMM		.170*	.171*	.170*	.214*
PSS		-.158†	-.134	-.134	-.138*
CC		-.200*	-.195*	-.195*	-.191*
Time			.150†	.150†	.158*
Expect			.024	.024	.035
IMM x time				.003	-.012
IMM x Expect					-.114
R^2	.053	.106	.126	.126	.137
ADJ.R^2	.026	.065	.074	.069	.075

(continued)

Table 4.5. (continued)

	Attendance				
	Model 1	Model 2	Model 3	Model 4	Model 5
ΔR^2		.053*	.020	.000	.011
F	1.958†	2.546*	2.439*	2.204*	2.207*

Note: 1. IMM=Impression Management Motives; PSS= Perceived Supervisor Support; CC= Choice of Contract; OCB= Organizational Citizenship Behavior; Expect= Expectation of contract continuation; Time= Time Remaining on Contract; JS= Job Satisfaction

2. The variables involved in the interaction were centered at their mean

3 Expectation coded as dummy variable yes=0, no=1

4. Gender coded as dummy variable female=0, male =1

† $p < 0.1$ *$p < .05$ **$p < .01$ ***$p < .001$

It was hypothesized that choice of contract would have a significant negative influence on attendance. In models 4, CC has a significant negative influence on attendance (β= -0.191, p<.05). Hypothesis 3c is also supported because CC had a negative influence on this dimension of OCB. Hypothesis 4c stated that less time remaining would make the IMM-attendance relationship stronger. The results showed that the interaction did not have a significant impact (β=-0.012). Hypothesis 4c is therefore rejected. It was hypothesized that negative expectation of contract continuation would strengthen the relationship between IMM and attendance.

The results showed the interaction was not significant (β=-0.114) hence rejecting hypothesis 5c. This regression shows that these predictors in model 5 shared 13.7% of the variance (R^2=0.137). There was a significant change in R squared of model 2 (R^2 = 0.053, p < .05).

Table 4.6.

Overview of Hypotheses Testing

Hypothesis	Result
Hypothesis 1: Perceived supervisor support has a positive relationship with contingent workers' OCB in the nonprofit sector in Haiti.	Not supported

(continued)

Table 4.6. (continued)

Hypothesis	Result
Hypothesis 1a: Perceived supervisor support has a positive relationship with contingent workers' altruism in the nonprofit sector in Haiti	Not supported
Hypothesis 1b: Perceived supervisor support has a positive relationship with contingent workers' conscientiousness behaviors in the nonprofit sector in Haiti.	Supported
Hypothesis 1c: Perceived supervisor support has a positive relationship with contingent workers' attendance behaviors in the nonprofit sector in Haiti.	Not supported
Hypothesis 2: Impression management motives have a positive relationship with OCB of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 2a: Impression management motives have a positive relationship with the altruism of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 2b: Impression management motives have a positive relationship with conscientiousness behaviors of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 2c: Impression management motives have a positive relationship with attendance behaviors of contingent workers in the non-profit sector in Haiti.	Supported
Hypothesis 3: Involuntary choice of contract has a negative relationship with OCB of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 3a: Involuntary choice of contract has a negative relationship with altruism of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 3b: Involuntary choice of contract has a negative relationship with conscientiousness of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 3c: Involuntary choice of contract has a negative relationship with attendance of contingent workers in the non-profit sector in Haiti.	Supported

(continued)

Table 4.6. (continued)

Hypothesis	Result
Hypothesis 4: Time remaining on contract negatively moderates the relationship between IMM and OCB with shorter time remaining strengthening the relationship between IM motives and the OCB of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 4a: Time remaining on contract negatively moderates the relationship between IMM and altruism with shorter time remaining strengthening the relationship between IM motives and the altruism of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 4b: Time remaining on contract negatively moderates the relationship between IMM and conscientiousness with shorter time remaining strengthening the relationship between IM motives and the conscientiousness of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 4c: Time remaining on contract negatively moderates the relationship between IMM and attendance with shorter time remaining strengthening the relationship between IM motives and the attendance of contingent workers in the non-profit sector in Haiti.	Not supported
Hypothesis 5: Expectation of contract continuation negatively moderates the relationship between IMM and OCB with negative expectation strengthening the relationship between Impression management motives and OCB	Not supported
Hypothesis 5a: Expectation of contract continuation negatively moderates the relationship between IMM and altruism with negative expectation strengthening the relationship between impression management motives and altruism.	Not supported

(continued)

Table 4.6. (continued)

Hypothesis	Result
Hypothesis 5b: Expectation of contract continuation negatively moderates the relationship between IMM and conscientiousness with negative expectation strengthening the relationship between impression management motives and conscientiousness.	Not supported
Hypothesis 5c: Expectation of contract continuation negatively moderates the relationship between IMM and attendance with negative expectation strengthening the relationship between impression management motives and attendance.	Not supported

CHAPTER V CONCLUSIONS AND DISCUSSIONS

This chapter presents some conclusions based on the data analysis and discussions of some possible explanations for the results. This chapter also includes research implications, practical implications, limitations as well as future research suggestions.

Conclusions

The aim of this study was to examine some antecedents of OCB of contingent workers. The antecedents of OCB namely impression management motives, perceived supervisor support, choice of contract and some temporal variables have been proven in literature as having an impact on behavioral outcomes including OCB. This research was conducted in order to confirm some of the antecedents of OCB on contingent workers in the non-profit sector in Haiti. Job satisfaction, age, gender, education and tenure were controlled for. It was found that none of these factors influenced the global OCB of the current sample and only job satisfaction had some significant impact.

The test on the dimensions provided support for some of the hypotheses. Perceived supervisor support was found to significantly predict conscientiousness, impression management motives and choice of contract predicted attendance. The IMM-time remaining interaction was significant but not in the direction hypothesized but the IMM-expectation interaction was not significant in the models.

Discussions

In Haiti, Non-profit organizations are the ones that are considered to provide the best working conditions, salary and recognition. It is understandable that job satisfaction had the most significant effect in the model of OCB as a global dimension as it until now the best predictor of OCB (Organ et al., 2005). One possible explanation for the predictors not being significant on

the global dimension is the fact that the pattern of the data showed the OCB dimensions are seen more as distinct constructs than reflections of the OCB concept. In our study, the dimension split into altruism and two compliance components, with factors of each component having a fair enough loading. OCB being still debated as whether formative or reflective (Motowidlo, 2000), in our study, a formative nature looks more acceptable and would better fit the data. This might also explain the non-significance of the predictors besides job satisfaction on the global dimension of OCB.

Impression management motives were found to have an impact on OCB showing that this factor had its part to play in explaining OCB of contingent workers in the organizations surveyed. When the interaction with time remaining was entered however, it added value to the model (please refer to table 4.2 model 4). The significant influence of time remaining on contract on the relationship between IMM and OCB, although not in the expected negative direction, showed that the workers may be motivated to manage impressions early instead of at the end of the contract. Studies on impression management motives for OCB of regular employees such as the one of Hui et al (2000) found these workers to decrease their level of OCB after reaching the desired goal which was a promotion. Our study however showed the contingent workers more likely engaging in OCB early. Usually, depending on the length of the contract and the confirmation of availability of funds and some other considerations, contracts are renewed a month or three weeks before expiration. Figure 4.1 shows zero to 21 days remaining on the contract as not having a significant impact on the regression line with a very weak positive relationship between IMM and OCB. At this time, the worker may already know whether he/she will stay in the organization or not and is not much impression management nor OCB oriented; but still performing some OCB. From 61 days and up, there is a significant positive relationship between IMM and OCB; this might apply to new comers since the first image projected by new comers is very important and the sooner they start to engage in actions which they believe could help in reaching their goals, the better it is. Therefore, the earlier they engage in OCB, the better it would because at the end of the contract it might be too late. The same may apply to contingent workers being employed for a certain time in the organization. Since every renewal is like a new beginning, they could be motivated to manage impressions early so that they can be renewed again. It is an endless cycle until they leave the organization or maybe find a permanent position.

The proposed predictors were of very low value to the altruistic dimension of OCB according to the regression results (please see table 4.3 model 5). Only job satisfaction had some slight influence on altruism in model 5. This echoes literature stating that depending on the nature of the predictors; they might relate more to a dimension of OCB and not the other (Farh, podsakoff, & Organ, 1990; Organ, 1988b). A similar sample from the study of Gay and Yeh (2013) engaged in more altruistic dimensions of OCB than in generalized compliance. The fact that altruism is not explained in the model might be explained by supervisors being more concerned about compliance behaviors and may not be the right people to rate the altruistic dimension of OCB since they may not necessarily be the target of such behaviors. As literature proved contingent workers to be more committed to peers than to the organization (De Gilder, 2003), peers would be more likely to testify these behaviors since they are in much closer contact with the respondents.

Perceived supervisor support in table 4.4 model 5 is related to the frequency of generalized compliance behaviors called conscientiousness in our study. The study showed that the contingent workers are conscious about not wasting time in non-useful conversations, not being on duty only when it is necessary and not taking extra rest breaks. The more support they perceive from their supervisor, the more conscious they are. It is perhaps because the support from supervisor creates a bond between them as it necessitates certain interactions for this support to be provided and the supervisor is likely to pay some special attention to these workers with whom the bond is stronger. Because of this relationship, the subordinate does not or cannot engage in counterproductive behaviors as it will surely be noticed by the supervisor. Choice of contract was significant but not in the hypothesized direction as involuntary choice positively affected the outcome variable instead of having a negative influence. One possible explanation is that involuntarily working under contract is a matter of satisfying the primary needs and earning an income. If the contractor had other options, he/she would rather have a permanent position. Therefore it is important to adhere to the rules and not engage in counterproductive behaviors in the workplace to secure a renewal as often as possible.

Impression management motives were found to influence more the attendance dimension of OCB and this relates to attendance at work. According to the results of table 4.5 under model 5, it looks like the contingent workers believe that these behaviors would enhance their image and avoid them to look bad in front of others. IMM has been related to OCB and in our study the

sample was impression management motivated with a mean of (4.51) which is close to 5 in the scale. As research in organizational behaviors is progressively leaning towards other contexts than interviews where people might be impression management driven, this study echoes literature on this subject even if the impression management motives in the sample was moderate. Perceived supervisor support in this model was not significant but had an unexpected direction as more supervisory support would lead to less frequent engagement in attendance behaviors. We can try to explain that by the fact that more support from the supervisor can lead to the employee developing some kind of friendship with the supervisor who, in turn would be less strict on these particular attendance behaviors. Such as the employee not providing advance notice when unable to come to work or who comes to work late a couple times would not worry too much about the supervisor taking actions on these behaviors since the employee, once in the workplace is exemplary and does not engage in counterproductive behaviors; this could be considered as compensating for this "laisser-aller".

Choice of contract was found to influence negatively the attendance dimension of OCB as we can see in table 4.5 under model 5. Despite the fact that these behaviors are interpreted more as what the employee must do, the more the workers are involuntarily working under contract, less they are inclined to engage in these compliance behaviors. In this case, working voluntarily under contract would lead to a more positive experience in the employment relationship and consequently to lead to more positive behaviors (De Cuyper et al., 2008).

From the current sample, 84% of the employees believed their contract would be renewed after it expires. It might be the reason why the IMM-expectation interaction did not show significance. Contract renewals that occur easily without having to stand out from the crowd might possibly explain such insignificance. If the current sample has no struggle having their contract renewed, they might not feel the need to perform OCB compared to the ones who believe OCB would be important in order to be seen more favorably and be renewed.

Research Implications

This study as Paine and Organ (2000) suggested, OCB is not understood the same everywhere and the influential factors as well vary. Research might be needed in order to find out if Haitians

understand OCB as it is understood in the majority of the studies or if it has some particularities for this sample. This might be an explanation for the little predictive power of most of the factors tested.

This study is among the first of its kind when it comes to contingent workers in the non-profit sector and showed how temporal factors and particularly time remaining on contract has an impact on OCB of these workers. Previous temporary work experience was found in table 4.1 as having a positive significant correlation with altruism. Time remaining on contract has been found to have a direct relationship with attendance in our study and in Clinton et al.'s (2011) study, future expectation of contract continuation has been found to impact the behaviors of contingent workers. This might be an indication that these variable are of some value when it comes to OCB of contingent workers. Since research has not really integrated wider temporal context in studying attitudes and behaviors of contingent workers (Clinton et al., 2011), it would be of great value if future studies could look into confirming the impact of these variables on attitudes and behaviors as suggested by the same authors.

The fact that this sample was not used to taking part in these kind of surveys, and that supervisors were not necessarily paying attention to all these aspects of their subordinates' behavior in the workplace, this might have contributed to some of them not filling it appropriately or rating job performance instead of OCB. Research on this sample should include a self-report measure of OCB and if possible collect peer reports of OCB in addition to the supervisor's rating since the supervisor might be not suitable to rate all behaviors. A measure of job performance rated by supervisors would also add benefit to such studies so that both OCB and performance could be measured and provide more accurate results. Peers are believed to be able to better rate some dimensions of OCB like altruism since they are in closer contact with the sample and would perhaps provide more variance to the data and yield better results. The self-report measure of OCB would help in comparing the different sources of rating.

Researchers interested in studying impression management could also use the two dimensions of impression management motives separately since they seem to measure two different motives: acquisitive and defensive. The use of the two dimensions instead of a combination would eventually yield more accurate results.

Practical Implications

There are many non-profit actors in Haiti and they do create a substantial number of employments, mostly under contract. Many people turn to non-profit from other sectors even though they are aware that the contract is only short term with no guarantee of renewal (Morton, 1997). Research in organizational behaviors, particularly on OCB is relatively new in Haiti. By focusing on contingent workers in the non-profit sector, this study considered workers being on short-term contract in order to understand better their OCB. Even though the hypotheses were not supported in all the cases, it indicates however that the contingent workers in the non-profit in Haiti are satisfied in a broad sense with their job and that it leads to some levels of OCB.

The satisfaction reported by the respondent provides support to literature about the non-profit sector in Haiti stating that they offer the best employment opportunities in the country (Schuller, 2009). Organizations should not only focus on making sure employees are satisfied; it would be beneficial for them to research their workers in order to find out what works best for them and learn about which can influence the behaviors of these workers that benefit the organization. According to Gay and Yeh (2013), it is perceived as being the norm to engage in at least the minimum of OCB. But whether OCB is being performed out of a sense of obligation or just voluntarily is still unknown. Nevertheless the organizations' management would benefit from ensuring that the workplace nurtures such behaviors by having a culture with fair practices, and a good understanding of the workers' motivations in order to increase their level of OCB (Chien, 2003).

While impression management motives were not found to have a direct impact on OCB, an important finding of this study shows the importance of time remaining on contract in explaining some attitudes of contingent workers. We see that early during the contract there is a stronger relationship with IMM and OCB and towards the end this relationship is negative. This shows how at the end of contract, the genuine good citizens exhibit more OCB and are less IM oriented. OCB generally considered as beneficial to an organization; scholars however do not all agree on the importance of motives underlying these behaviors (Bolino, 1999). Some authors argue that genuine OCB are more beneficial than impression management motivated OCB. According to Baumeister (1989), the impression management motivated OCB are less beneficial to the organization as these individuals engaging in these types of OCB would be focusing more on

these motives than the quality of what is being undertaken. Nevertheless it is believed that both impression management oriented and genuine OCB would contribute to some extent to the effectiveness of the organization although at different degrees (Bolino, 1999).

The non-profit sector being altruistic in nature, it is essential that the employees of these organizations, on long or short term contract, help conveying the vision of the organization which is social profit over financial gains. As organizational support is considered as important antecedents of OCB, and that supervisors do represent the organization (Eisenberger et al, 1986), it is important that the leaders recruited in the non-profit sector know the importance of being supportive and act like role models. The human resource department need to hire people who are inclined to perform OCB since they will likely perform and encourage OCB among their peers and subordinates. Surveys on the potential needs of the employees in terms of training and/or other issues and taking action on some of the matters uncovered by the surveys would indicate the support from the organization and would contribute to motivating the staff by showing that the organization cares about their development. Consequently, this would lead an increase of the staff commitment and their reciprocation with OCB. This study confirms the importance of perceived supervisor support on compliance of the sample. The supervisors would benefit from learning how to motivate and support the employees while following procedures as it shows that the more support is perceived from supervisors the less employees are exemplary in attendance behaviors.

Contingent workers are temporary in organizations. Some of them have had long relationships with their organizations and developed some commitment towards the organization. The organizations surveyed showed that these workers somewhat felt taken care of by their supervisors and reciprocated with more impersonal behaviors which, on the long term will benefit the organization.

Limitations

The study focused on surveying direct hired contingent workers in the non-profit sector in Haiti. There was no selection of a particular group as all levels were considered and different types of organizations were surveyed. This might have had an impact on the overall results.

Employees completed a self-report questionnaire measuring their perceived support from supervisor, impression management motives, choice of contract and demographic variables. The researcher acknowledges the possibilities of self-report bias as self-report questionnaires are likely to allow respondents to provide answers which would make them look good (Donaldson & Grant-Vallone, 2002). However, the same authors argue that self-reports are not necessarily of no value. Since it is always suggested to collect data from different sources particularly when it comes to data which may elicit socially desirable responses, supervisors rated their employees' engagement in OCB relying on their daily observations in order to reduce these biases. In the quest of avoiding this problem the research seemed to have created another problem with a different source of rating from the supervisors who might have not rated the altruistic dimension appropriately, which might have affected the results. Also some supervisors rated up to 10 subordinates; the fatigue factor might have contributed to affecting the study results of the study.

As it was very difficult to find a database with all the organizations which could have been surveyed, the researcher relied on convenience sampling by referring to acquaintances and friends to request access to these organizations surveyed as it was very difficult to be granted access to the other organizations.

Future Research Suggestions

Since this research was an exploratory study, future research could consider using other measures and/or other predictors as there are many factors to predict OCB of paid workers in the non-profit sector. For this sample in Haiti it is not sure whether OCB is considered as in role or extra role behavior. In an exploratory study by Gay and Yeh (2013), it was found that these workers believed that it was "necessary" to engage in at least a minimum of OCB. This leads the researcher to think that it is almost considered as in role behaviors. Further research could explore whether these behaviors are considered part of the job or going beyond what is in the job description. As culture influences OCB (Paine and Organ, 2000), a study could consider going deeper and consider an approach like Farh and colleagues (1997) to explore systematically OCB in this culture and see whether all its dimensions apply to this country or if there are other behaviors Haitians consider as citizenship behaviors.

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APPENDIX A: DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS

Helping	**Sportsmanship**	**Organizational Loyalty**	**Organizational Compliance**	**Individual initiative**	**Self-development**	**Author**
Altruism: behavior directly and willingly oriented towards helping a given person with direct interaction			*Generalized compliance*: form of conscientiousness which is not targeted towards helping a particular person but is helpful to all people involved in the system			Smith, Organ and Near (1983)
Altruism: actions that are voluntary aiming to help someone with work-related problems	*Sportsmanship*: tolerating conditions which are not ideal without complaints			*Civic virtue*: responsible with constructive contribution in the political aspects of the organization		Organ (1988,1990)

(continued)

APPENDIX A(continued)

Helping	**Sportsmanship**	**Organizational Loyalty**	**Organizational Compliance**	**Individual initiative**	**Self-development**	**Author**
Courtesy: compilation of all of those anticipated actions which help someone else prevent some difficulties resulting from one's action						
Peacemaking: actions oriented towards the prevention, resolution or mitigation of conflicts of little productivity						

(continued)

APPENDIX A(continued)

Helping	**Sportsmanship**	**Organizational Loyalty**	**Organizational Compliance**	**Individual initiative**	**Self-development**	**Author**
Cheerleading: words and action aiming to encourage and support coworkers in their success and development						
Interpersonal helping: helping coworkers in the job when that help is needed		*Loyal boosterism:* promotion of a good image of the organization to outsiders		*Individual initiative:* improvement of performance of groups as well as individuals in the workplace by communicating with them		Moorman and Blakely (1995)

(continued)

APPENDIX A(continued)

Helping	**Sportsmanship**	**Organizational Loyalty**	**Organizational Compliance**	**Individual initiative**	**Self-development**	**Author**
		Organizational loyalty: identification and feeling of obligation to fidelity to the organization	*Organizational obedience:* recognition and acceptance of formal structure of the organization and understanding of the need for rules and regulations	*Organizational participation:* acts of participating responsibly in the governance of the organization.		Van Dyne, Graham, & Dienesch, 1994
Helping coworkers: co-worker-oriented help for work or non-work-related matters *Interpersonal harmony:* actions from the employee to enable and safeguard good relationships in the workplace	*Keeping the workplace clean and neat*	*Promoting company image*	organization	*Voice:* making valuable suggestions or speak up to prevent behaviors that detrimental to the	*Self-training:* voluntary self-improvement	Farh, Zhong and Lin (2004)

(continued)

APPENDIX A(continued)

Helping	**Sportsmanship**	**Organizational Loyalty**	**Organizational Compliance**	**Individual initiative**	**Self-development**	**Author**
OCBI: behaviors that have instantaneous advantage to a particular individual and indirectly impacting the organization			*OCBO:* behaviors beneficial to the organization in general			Williams and Anderson, (1991)
Interpersonal facilitation: socially oriented behaviors which help organization in reaching its goals. It helps in sustaining that environment needed for an effective performance			*Job dedication:* auto-disciplined behaviors such as following rules			Van scooter and Motowidlo (1996)

(continued)

APPENDIX A(continued)

Helping	**Sportsmanship**	**Organizational Loyalty**	**Organizational Compliance**	**Individual initiative**	**Self-development**	**Author**
Helping: behaviors that encourage acts of attention as small as they can be. They create and maintain relationships and give great importance to interpersonal harmony				*Voice:* Speaking-out and questioning the commonality with the aim of changing the situation for the better.		Van dyne and LePine (1998)

Note. Adapted from "Organizational Citizenship Behavior: Its Nature, Antecedents and Consequences" by Organ, Podsakoff and Mackenzie. 2005. Copyright 2005 by the Sage Publications.

APPENDIX B: REVIEW OF RECENT RESEARCH ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS AS AN OUTCOME

Author	Determinant	OCB	Findings
Jafari and Bidarian (2012)	Demographics Organizational Justice(distributive, procedural, interactional)	All dimensions of OCB	Among university staff, Findings indicated that when there is more favourable perception toward organizational justice, higher OCB is generated. Age and level of education have no correlations with OCB. The longer the people have worked in an organization, the more and better OCB they show, procedural justice has a meaningful correlation with OCB
Kim, O'Neill and Cho (2010)	LMX, employee envy	OCBI OCBO	LMX was negatively correlated to employee envy. Employee envy was negatively related to OCBI, but not to OCBO in hospitality industry
Mahdiuon, Ghahramani, and Sharif (2010)	Personality(Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness)	All dimensions of OCB	There is a significant relation between personality five factors and general OCB, Among personality dimensions consciousness has the greatest relation neuroticism has negative significant relation with OCB. Consciousness, agreeableness, openness, predict OCBs. Relations between three mentioned predictor variables and OCB is significant for university personnel.
Kumar and Raj (2009);	possible causes of OCB	All dimensions of OCB	Intrinsic motive, goal internalization, personal motives, organizational commitment, satisfaction and positive affectivity

(continued)

APPENDIX B(continued)

Author	Determinant	OCB	Findings
Lavelle et al. (2009)	Commitment to the organization, commitment to the workgroup, procedural fairness	OCBI OCBO	In relation to downsizing. organizational commitment was significantly related to OCBO, whereas workgroup commitment was not; workgroup commitment was significantly related to OCBI whereas organizational commitment was not. The relationship between organizational commitment and OCBO was significantly greater than the relationship between workgroup commitment and OCBO, the relationship between workgroup commitment and OCBI was significantly greater than the relationship between organizational commitment and OCBI. Organizational procedural fairness was significantly related to the dependent variable of OCBO, organizational commitment was significantly related to OCBO. Organizational commitment fully mediated the relationship between organizational procedural fairness and OCBO between organizational commitment and OCBI

(continued)

APPENDIX B (continued)

Author	Determinant	OCB	Findings
Farh , Zhong and Organ (2004)	Identification of forms of OCB, influence of culture, influence of organization type on OCB	All dimensions of OCB	Found 5 more dimensions different from western literature: Self-training, social welfare participation, protecting and saving company resources, keeping the workplace clean, interpersonal harmony. Organization type has significant effect on taking initiative which is a common dimension of OCB. Employees of nonstate own enterprises were more likely to report this behavior. Organization type has a significant effect on social welfare and protect company resources. State own enterprises employees more likely to take part in social welfare activities. NonState own employees engage more in saving and protecting resources than state own employees
Coyle-Shapiro, Kessler and Purcell (2003)	Procedural, interactional justice, mutual commitment, job breadth	Civic virtue and organizational participation	Mutual commitment mediates the effects of justice perceptions on OCB, job breadth has a significant effect on citizenship behavior, procedural justice is positively related to job breadth. mutual commitment fully mediates the effect of procedural justice on job breadth
Deckop, Cirka, and Andersson (2003)	OCB received	Helping Voice	There is a significant relationship between OCB received and helping. The relationship between OCB received and voice behavior is weaker than the relationship between OCB received and helping behavior. The relationship between OCB received and in-role behavior is weaker than the relationship between OCB received and helping behavior.

(continued)

APPENDIX B (continued)

Author	Determinant	OCB	Findings
Kidder (2002)	Gender and occupation, gender orientation	Altruism, civic virtue	Gendered social identities have an influence on self-reports of OCB-altruism. Significant link between gendered social identities and self-reported performance of civic virtue. Females were significantly less likely to report performing civic virtue behaviors than males, no significant difference between males and females in the performance of OCB-altruism, gender orientation is related to gender-typed OCBs. Gendered occupational identity is strongly related to reports of gender-congruent OCBs.
Meyer, Stanley, Herscovitch and Topolnytsky (2002)	Organizational Commitment (affective, normative, continuance)	All dimensions of OCB	Affective and normative commit have positive correlations with OCB with affective commit. having the strongest
Truckenbrodt (2000)	Leader-Member Exchange (LMX)	Helping Compliance	There is evidence of a relationship between quality of LMX and OCB. No evidence of relationship between LMX and compliance
Van Dyne, Vandewalle, Kostova, Latham and Cummings (2000)	Collectivism, propensity to trust, tenure and org-based self-esteem(OBSE) as mediators	Helping	Collectivism is positively related to OCB, there is a relationship between propensity to trust and OCB, there is full mediation of OBSE on the relationship between Collectivism and OCB as well as propensity to trust on OCB. No moderation of tenure in the relationship between collectivism and OBSE. High Tenure moderates relationship between propensity to trust and OBSE

(continued)

APPENDIX B(continued)

Author	Determinant	OCB	Findings
Turnipseed and Murkison (1996)	Work environment(involvement, peer cohesion, supervisor support, autonomy, task orientation, work pressure, clarity control, innovation and physical comfort)	All dimensions of OCB	Involvement and task orientation contributes significantly to OCB with involvement being stronger. Only work pressure and control do not relate to OCB in the military. .
Williams and Anderson (1991)	Job satisfaction(affective, cognitive), org commitment	OCBI,OCBO, In role behavior (IRB)	Job cognition extrinsic predicts OCBO, positive arousal and intrinsic component predicts OCBI. Commitment is not correlated to OCB. No attitudinal predictor were correlated to IRB

Note. This table was compiled by the author for the purpose of this study

APPENDIX C: REVIEW OF RECENT RESEARCH WITH ORGANIZATIONAL CITIZENSHIP BEHAVIORS AS ANTECEDENT

Author	Determinant	Outcome	Findings
Braun, Ferreira and Sydow, (2012)	OCB(helping behavior, project loyalty, project-based compliance, individual initiative, and relationship maintenance)	Iron-triangle(perceptions of quality, adherence to schedule, and keeping to budget[)]	Compliance, helping behavior and relationship maintenance are all positively related to the quality dimension of effectiveness. Higher level of OCB leads to tasks more likely to be completed within the budget. No OCB effect on adherence to project schedule, loyalty, compliance and helping behavior positively influence the overall project success. The relationship between citizenship behavior and effectiveness is negatively moderated by the project duration. OCB(initiative and helping)enhance relationship quality among project members in future projects.
Jo and Joo, (2011)	Learning organization culture, psychological (organizational commitment), and behavioral (organizational citizenship behavior)	Knowledge sharing intention of employees.	Learning organization culture was found to be significantly associated with organizational commitment. Learning organization culture was also significantly related to OCB. Organizational commitment was significantly associated with OCB. Learning organization culture was significantly related to knowledge sharing intention. No significant relationship between organizational commitment and knowledge-sharing intention

(continued)

APPENDIX C (continued)

Author	Determinant	Outcome	Findings
Yoon (2009)	All dimensions of OCB	ERP system (Info quality, work efficiency, intention of IT innovation	Altruism, conscientiousness, sportsmanship have significant impact on information quality. None of OCBs' constructs (altruism, courtesy, civic virtue) has a significant impact on work efficiency. Civic virtue construct has a significant impact on intention of IT innovation. information quality effects on work efficiency, and work efficiency have a significant impact on intention of IT innovation
Yen, Li, and Niehoff, (2008)	OCB of system implementation teams(Helping, civic virtue, sportsmanship integration climate(value placed on supportive, cooperative, and trusting inter-unit relationships in the workplace) and effective project management	Information systems (i*nformation quality, system quality,* and *individual impact*) success	The OCB of the implementation team positively influences the perceived integration climate. OCB of the implementation team positively influence the EPM characteristics. The perceived integration climate positively influences the ISS. The EPM characteristics positively influence the ISS. Integration climate and the EPM characteristics fully mediate the effect of OCB on the ISS
Dunlop and Lee (2004)	OCB(OCBO,OCBI),workplace deviance behavior(WDBI,WDBO)	Business unit performance(subjective and objective)	WDBO correlated very highly and positively with WDBI, OCBO correlated negatively with the two WDB variables, but the sizes of the correlations were not high enough to indicate empirical redundancy. WDB tended to show somewhat stronger correlations with the effectiveness variables than did OCBO. Irrespective of how business unit performance is measured, WDB is the type of work behavior that strongly influences overall unit performance.

(continued)

APPENDIX C(continued)

Author	Determinant	Outcome	Findings
Podsakoff, Ahearne and MacKenzie, (1997)	OCB(Helping, sportsmanship, civic virtue)	Quantity and quality of workgroup performance	It was found that helping behavior and sportsmanship had significant effects on performance quantity and that helping behavior had a significant impact on performance quality. Civic virtue had no effect on either performance measure.
Posdakoff and MacKenzie, (1994)	OCB(Helping, civic virtue, sportsmanship)	Organizational performance, managerial evaluation of agents	OCB:. Civic virtue, sportsmanship has significant positive effect on overall unit performance, helping has a negative effect. OCB has a positive impact on managerial evaluation of the overall performance of the agents in sales unit of an insurance company
MacKenzie, Podsakoff, and Fetter (1991)	OCB(altruism, civic virtue, courtesy, sportsmanship),objective performance	Subjective Managerial evaluations of salespersons' performance	Altruism, civic virtue and objective performance had significant effects on managerial ratings, while courtesy and sportsmanship did not. The data indicate that managers' ratings were influenced by both objective sales productivity and OCBs.

Note. This table was compiled by the author for the purpose of this study

APPENDIX D: REVIEW OF RECENT RESEARCH ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF CONTINGENT WORKERS

Author	Determinant	OCB	Findings
Onyishi (2010)	Contingent employment (involuntary)	OCBI OCBO	Permanent workers reported higher level of OCB. Differ significantly from contract employees
Djibo, Desiderio and Price(2010)	Perceived leader behavior(instrumental, supportive, participative)	All forms of OCB	Temps perception of supportive leader behavior was positively correlated with OCB and affective commitment, perceived instrumental leader behavior positively related to affective commitment. Instrumental leader behavior was found to be negatively related to OCB, supportive leader behavior was positively related to OCB. No positive relation between commitment and OCB
Zhao and Yu (2009)	worker attributes(age, education) organization treatment(POS) attitude (affective commitement, job satisfaction)	In role behavior OCBO OCBI	For Non-Standard Employees Knowledge Workers, age just have significant positive correlations with OCBI, Education has significant positive correlations with IRB,POS has significant positive correlations with OCBI and OCBO,POS is significant positive correlations to IRB, Job Sat. only has significant positive correlations to IRB
Buonocore, Metallo, and Salvatore (2009)	Perceived Insider Status (PIS), job insecurity	Helping, voice	Job insecurity does not have a significant impact on OCB, PIS has a positive impact on OCB

(continued)

APPENDIX D(continued)

Author	Determinant	OCB	Findings
Blatt(2008)	perceived norms of professional behavior(Occupational practice)	Helping	Perceived norms of professional behavior(Occupational practice) is an important explanation for OCB by temporary knowledge employees ,Positive relationships with peers inside the organization play an important role in how temporary knowledge employees account for their OCB
Felfe,Schmook, Schyns and Six (2008)	Commitment to form of employment, organizational commitment, occupational commitment	Civic virtue, courtesy, Conscientiousness, altruism	Affective commitment positively related to overall OCB. Affective commitment to the employment form positively related to OCB, normative commit.to the employment form negatively related to OCB. Org. commitment mediates the relationship between form of employment and OCB. Org commitment is lower for temporary workers.
Chambel and Castanheira (2006)	Psychological contract, Work status	Civic virtue IRB	For temporary firm workers, psych contract partially mediated the relationship between work status and civic virtue, work status and IRB not significantly mediated by psych contract, for direct-hires there is no relationship between work status and IRB or OCB psychological contract has a positive influence on IRB and OCB
Feather and. Rauter(2004)	job status, job insecurity, organizational commitment and identification, job satisfaction and work values	All dimensions of OCB	The correlation between OCBs and job insecurity was positive for the contract teachers, but negative for the permanent teachers, The OCBs/organizational commitment correlation was negative for the contract teachers, but positive for the permanent teachers, The OCBs/influence correlation was negative for the contract teachers but positive for the permanent teachers, The OCBs/skill-utilization correlation was negative for the contract teachers, but positive for the permanent teachers.

(continued)

APPENDIX D(continued)

Author	Determinant	OCB	Findings
De Gilder(2003)	Commitment, justice and trust	Voice, loyalty all forms of OCB	Contingent workers show less commitment to different dimensions of the organisation they work in, OCB by the contingent workers, largely depends on team commitment and not on trust ,OCB by core employees is strongly and positively related to trust and continuance commitment and is not related to team commitment, Job status may influence attitudinal and behavioural responses towards the organisation, contingent workers showed relatively low affective commitment to the team and to the organisation. They displayed less constructive, and more destructive behaviour towards the organization
Coyle-Shapiro and Kessler(2002)	Contingent work arrangement (psychological contract: POS, OC, employee obligations, employee inducement) contract status as moderator	OCBO	Contingent workers are less committed to the organization and less likely to engage in OCB compared to permanent employees. They report fewer employer obligations and inducements than permanent employees, Contract status moderates effect of POS and employer inducement on OCB
Stamper and Masterson(2002)	Perceived Insider Status (PIS)	Altruism	PIS is positively associated with altruism
Moorman and Harland(2002)	Commitment, felt obligation, satisfaction Reasons for taking temporary position	Interpersonal helping, personal industry, loyal boosterism	Felt obligation to the client org, perception of positive client org actions are positively and strongly related to OCB performance. Commitment and felt obligation to the agency correlated to OCB but satisfaction with agency partially correlated. Desire to gain experience or useful skills positively related to OCB, gaining full time position, maintaining part time work not significantly related to OCB performance.

(continued)

APPENDIX D(continued)

Author	Determinant	OCB	Findings
Van Dyne and Ang (1998)	Psychological contract Affective commitment Work status as moderator	Helping	Contingent worker show less OCB than permanent ones. Work status significantly moderate relationship between psychological contract and OCB and between affective commitment and OCB. Contingent workers show lower affective commitment, expect less from employer

Note. This table was compiled by the author for the purpose of this study

APPENDIX E: EMPLOYEE QUESTIONNAIRE

Dear respondent,

I, along with Doctor C. Rosa Yeh from the International Human Resource Development department of National Taiwan Normal University, am conducting a study of organizational citizenship behaviors of people working under temporary contract in the non-profit sector in Haiti. The objective of this research is an attempt to understand the degree to which some factors influence the citizenship behavior of Haitian contractors. Your contribution will be totally confidential and nothing you say on the questionnaire will in any way influence your present or future employment with your actual organization. Your participation is definitely voluntary and there is no consequence if you choose not to participate. If you have any questions or concerns about the questionnaire or your participation in this study, you may contact the researcher directly at +509 3428-5929 or at fabeeg@gmail.com.

Sincerely,

Fabienne

Instructions: Do not think too much when choosing your answer, please choose the first response that comes to your mind. There is no wrong answer so feel comfortable answering what the most accurately reflects your opinion. If you wish to correct an answer, please strike through then put the X on the right answer. It is very important that you answer all the questions so that your questionnaire can be useful.

Part I. During a workday people may engage in behaviors called Organizational citizenship behaviors which are voluntary behaviors oriented towards individuals or the organization in general (as in the examples below). These behaviors are not in the job description but they contribute to the organization's effectiveness. Some examples are: orienting new people without being requested to, help others having heavy workload, volunteer for things not required, etc.

Each behavior may be motivated by a specific reason. In the table below are listed some reasons that might motivate behaviors as the ones stated in the examples above. Please indicate how important each of the motives listed below is for you to engage in these types of behaviors most of the time**. (Please put an X on the number for your choice for each line. Only one choice per statement)**

		1=Not at all important						**7=Very important**
1.	To avoid looking bad in front of others.	☐1	☐2	☐3	☐4	☐5	☐6	☐7
2.	To avoid looking lazy.	☐1	☐2	☐3	☐4	☐5	☐6	☐7
3.	To look better than my co-workers	☐1	☐2	☐3	☐4	☐5	☐6	☐7
4.	To avoid a reprimand from my boss	☐1	☐2	☐3	☐4	☐5	☐6	☐7
5.	Because I fear appearing irresponsible	☐1	☐2	☐3	☐4	☐5	☐6	☐7
6.	To look like I am busy.	☐1	☐2	☐3	☐4	☐5	☐6	☐7
7.	To stay out of trouble.	☐1	☐2	☐3	☐4	☐5	☐6	☐7
8.	Because rewards are important to me.	☐1	☐2	☐3	☐4	☐5	☐6	☐7
9.	Because I want to be noticed for future work opportunities.	☐1	☐2	☐3	☐4	☐5	☐6	☐7
10.	To impress my co-workers.	☐1	☐2	☐3	☐4	☐5	☐6	☐7

Part II. Please indicate your level of agreement with the following statements about your current <u>supervisor</u>. (Please put an X on the number of your choice for each line. Only one choice per statement))

1=Strongly disagree **7=Strongly agree**

11.	My supervisor values my contributions to the well-being of our department	☐1	☐2	☐3	☐4	☐5	☐6	☐7
12.	My supervisor appreciates extra efforts from me	☐1	☐2	☐3	☐4	☐5	☐6	☐7
13.	My supervisor strongly considers my goals and values	☐1	☐2	☐3	☐4	☐5	☐6	☐7
14.	My supervisor wants to know if I have any complaints	☐1	☐2	☐3	☐4	☐5	☐6	☐7
15.	My supervisor takes my best interests into account when he/she makes decisions that affect me	☐1	☐2	☐3	☐4	☐5	☐6	☐7
16.	Help is available from my supervisor when I have a problem	☐1	☐2	☐3	☐4	☐5	☐6	☐7
17.	My supervisor really cares about my well-being	☐1	☐2	☐3	☐4	☐5	☐6	☐7
18.	If I did the best job possible my supervisor would be sure to notice	☐1	☐2	☐3	☐4	☐5	☐6	☐7
19.	My supervisor is willing to help me when I need a special favor	☐1	☐2	☐3	☐4	☐5	☐6	☐7
20.	My supervisor cares about my general satisfaction at work	☐1	☐2	☐3	☐4	☐5	☐6	☐7
21.	My supervisor shows a lot of concern for me	☐1	☐2	☐3	☐4	☐5	☐6	☐7
22.	My supervisor cares about my opinion	☐1	☐2	☐3	☐4	☐5	☐6	☐7
23.	My supervisor takes pride in my accomplishments	☐1	☐2	☐3	☐4	☐5	☐6	☐7
24.	My supervisor tries to make my job as interesting as possible	☐1	☐2	☐3	☐4	☐5	☐6	☐7

Part III. Please indicate your level of agreement with the following statements. (Kindly put an X on the number of your choice for each line. Only one choice per statement)

1=strongly disagree **7=Strongly agree**

I am working under contract because:

25.	It is difficult to find a permanent job that is satisfactory	☐1	☐2	☐3	☐4	☐5	☐6	☐7
26.	I do not have the necessary qualifications and/or skills	☐1	☐2	☐3	☐4	☐5	☐6	☐7
27.	It was the only one I could get	☐1	☐2	☐3	☐4	☐5	☐6	☐7
28.	I lost my job	☐1	☐2	☐3	☐4	☐5	☐6	☐7
29.	It allows me to re-enter the labor market after not working for a long time	☐1	☐2	☐3	☐4	☐5	☐6	☐7
30.	Allows me to try out working life before going for a permanent full-time job	☐1	☐2	☐3	☐4	☐5	☐6	☐7
31.	It can land me in permanent jobs	☐1	☐2	☐3	☐4	☐5	☐6	☐7
32.	Provides a testing ground before I embark on a career with certain organizations	☐1	☐2	☐3	☐4	☐5	☐6	☐7
33.	Provides a filler when I am between jobs	☐1	☐2	☐3	☐4	☐5	☐6	☐7

Part IV. Referring to your actual job; in general how satisfied are you?

1= Very unsatisfied **7= Very satisfied**

34.	With the work itself of your job?	☐1	☐2	☐3	☐4	☐5	☐6	☐7
35.	With your co-workers?	☐1	☐2	☐3	☐4	☐5	☐6	☐7
36.	With the supervision?"	☐1	☐2	☐3	☐4	☐5	☐6	☐7
37.	With the promotional opportunities?	☐1	☐2	☐3	☐4	☐5	☐6	☐7
38.	With the pay?	☐1	☐2	☐3	☐4	☐5	☐6	☐7

Part V. Demographics

39. What is the highest level of education you have completed?

☐1 High school diploma ☐2 Bachelor degree ☐3 Master degree

☐4 Doctorate

40. What is your current contract duration?

☐1 Less than two months ☐2 Two to four months ☐3 Five to seven months

☐4 Eight to 10 months ☐5 11 to 13 months ☐6 Over 13 months

41. How long before your contract expires?(please write below the time remaining on your contract in months. Indicate in weeks if less than a month or in days if less than a week.

_____month(s) **or** _____week(s) **or** _____day(s)

42. How long have you been working for this organization?

☐1 Less than three months ☐2 Three to six months ☐3 Seven months to a year

☐4 Over a year up to three years ☐5Over three years up to five years ☐6 Over five years up to seven years ☐7 Over seven years

43. How much <u>of temporary work experience</u> did you have <u>before</u> joining your current organization?

☐1 Zero ☐2 Less than three months ☐3 Three to six months

☐4 Seven months to a year ☐5Over a year up to three years ☐6 Over three years up to five years ☐7 Over five years up to seven years ☐8 Over seven years

44. In your current organization, How many times has your contract been renewed? Please indicate with numbers ex:1, 2, 3, ..,10 times

_____time(s)

45. Your current organization is:

☐1 Local ☐2 International

46. Your type of organization is:

☐1 Health ☐2 Education ☐3 Religious ☐4 Social services

☐5Humanitarian assistance ☐6 Environment ☐7Housing ☐8 Other_____

47. Do you think your present employment contract will be renewed when it expires?

☐1 Yes ☐2 No

48. What is your gender?

☐1 Female ☐2 Male

49. How old are you?

☐1 Under 23 ☐2 23-32 ☐3 33 -42

☐4 43 - 52 ☐5 53-62 ☐6 63 or older

This is the end of the survey. Please check again that you have answered all of the questions to avoid a waste of your precious time.

EMPLOYEE QUESTIONNAIRE IN FRENCH

Port-au-Prince, le 29 Janvier 2013

Bonjour/Bonsoir chèr(e) participant (e)

Je suis Fabienne Gay, étudiante finissante en Développement International des Ressources humaines à l'Université Nationale Normale de Taiwan (NTNU). Je suis en train de mener une étude, avec le support de Dr C. Rosa Yeh, spécialiste en matière de ressources humaines, sur les comportements de citoyenneté organisationnelle des travailleurs sous contrat temporaire dans le secteur à but non lucratif en Haïti. L'objectif de cette étude est d'essayer de comprendre dans quelle mesure certains facteurs influencent le comportement de citoyenneté organisationnelle des contractuels haïtiens. Toutes les informations qui seront collectées seront uniquement utilisées dans le cadre de l'étude. Elles seront collectées de façon anonyme et en toute confidentialité. Rien de ce que vous direz n'affectera votre emploi actuel ou futur dans votre organisation. Votre participation est volontaire et certainement il n'y a aucune conséquence si vous choisissez de ne pas participer. Si vous avez des questions ou des préoccupations au sujet du questionnaire ou de votre participation à cette étude, vous pouvez communiquer avec le chercheur directement au 3428-5929 ou en écrivant à fabeeg@yahoo.com. Il vous prendra environ 10-12mn pour remplir le questionnaire.

Nous vous remercions déjà de votre support.

Bien à vous

Fabienne Gay

Instructions: Il n'y a ni bonne ni mauvaise réponse, par conséquent nous vous encourageons à être confortables dans le choix de la réponse qui reflète le mieux votre opinion. Pour corriger une erreur, prière de barrer la mauvaise réponse comme ceci (~~X3~~) et de mettre un X sur votre nouveau choix. Il est très important que vous remplissiez le questionnaire dans son intégralité pour qu'il puisse contribuer à notre étude.

Part I. Dans une journée de travail, des gens peuvent s`engager dans des "comportements de citoyenneté organisationnelle" qui sont des comportements individuels et volontaires manifestés par un employé envers ses collègues de travail ou son organisation en général. Ces comportements vont au-delà de ce qui est exigé par le travail et leur accumulation va permettre un fonctionnement plus efficace de l'organisation. Exemples : Orienter les nouveaux employés sans que cela ne soit demandé, aider ceux qui ont une lourde charge de travail, annoncer à l'avance si on est dans l'incapacité de venir travailler, se porter volontaire pour aider sans y être obligé…etc

Chacun de ces comportements peut être adopté pour une raison particulière. Dans le tableau ci-dessous nous avons listé certaines raisons qui pourraient motiver des comportements semblables à ceux cités comme exemple, prière d'en indiquer l'importance, pour vous en cochant le chiffre qui, le plus souvent, explique le mieux votre motivation. (**Prière de mettre un X sur le chiffre de votre choix pour chacune des phrases listées ci-dessous)**

		1= Pas important du tout						**7=Très important**
1.	Afin de ne pas avoir une image négative aux yeux des autres	☐1	☐2	☐3	☐4	☐5	☐6	☐7
2.	Afin d'éviter d'être vu comme paresseux	☐1	☐2	☐3	☐4	☐5	☐6	☐7
3.	Afin de paraître meilleur que mes collègues	☐1	☐2	☐3	☐4	☐5	☐6	☐7
4.	Pour éviter des reproches de mon superviseur	☐1	☐2	☐3	☐4	☐5	☐6	☐7
5.	Parce que j'ai peur d'être vu comme irresponsable	☐1	☐2	☐3	☐4	☐5	☐6	☐7
6.	Pour avoir l'air occupé (e)	☐1	☐2	☐3	☐4	☐5	☐6	☐7
7.	Pour rester loin des problèmes	☐1	☐2	☐3	☐4	☐5	☐6	☐7
8.	Parce que c'est important pour moi d'être récompensé	☐1	☐2	☐3	☐4	☐5	☐6	☐7
9.	Parce que je veux être considéré pour de futurs emplois	☐1	☐2	☐3	☐4	☐5	☐6	☐7
10.	Pour impressioner mes collègues	☐1	☐2	☐3	☐4	☐5	☐6	☐7

Part II. Prière d'indiquer votre niveau d'accord avec les phrases présentées ci-dessous concernant votre superviseur actuel. (Prière de mettre un X sur le chiffre de votre choix pour chacune des phrases listées ci-dessous).

		1= Pas du tout d'accord						7= Parfaitement d'accord
11.	Mon superviseur reconnaît la valeur de ce que je fais pour contribuer au bien-être de notre département	□1	□2	□3	□4	□5	□6	□7
12.	Mon superviseur apprécie les efforts supplémentaires que je fournis	□1	□2	□3	□4	□5	□6	□7
13.	Mon superviseur considère sérieusement mes objectifs et valeurs	□1	□2	□3	□4	□5	□6	□7
14.	Mon superviseur est intéressé par mes plaintes	□1	□2	□3	□4	□5	□6	□7
15.	Mon superviseur prend mes meilleurs intérêts en compte quand il / elle prend des décisions me concernant	□1	□2	□3	□4	□5	□6	□7
16.	Mon superviseur est prêt à m'aider quand j'ai un problème	□1	□2	□3	□4	□5	□6	□7
17.	Mon superviseur se soucie vraiment de mon bien-être	□1	□2	□3	□4	□5	□6	□7
18.	Si je faisais le meilleur travail possible c'est sûr que mon superviseur le remarquerait	□1	□2	□3	□4	□5	□6	□7
19.	Mon superviseur est prêt à m'aider quand j'ai besoin d'une faveur spéciale	□1	□2	□3	□4	□5	□6	□7
20.	Mon superviseur se soucie de ma satisfaction au travail	□1	□2	□3	□4	□5	□6	□7
21.	Mon superviseur montre beaucoup d'intérêt pour moi	□1	□2	□3	□4	□5	□6	□7
22.	Mon superviseur se soucie de mes opinions	□1	□2	□3	□4	□5	□6	□7
23.	Mon superviseur est fier de mes réalisations	□1	□2	□3	□4	□5	□6	□7
24.	Mon superviseur essaie de rendre mon travail aussi interessant que possible	□1	□2	□3	□4	□5	□6	□7

Part III. Prière d'indiquer votre niveau d'accord avec les phrases présentées ci-dessous. Mettre un X sur le chiffre de votre choix pour chacune des phrases listées.

1=Pas du tout d'accord 7=Parfaitement d'accord

Je travaille sous contrat temporaire parce que :

25.	Il est difficile de trouver un emploi permanent qui soit satisfaisant	□1	□2	□3	□4	□5	□6	□7
26.	Je n'ai pas les qualifications/compétences nécéssaires pour occuper un emploi régulier permanent	□1	□2	□3	□4	□5	□6	□7
27.	C'était le seul type d'emploi que j'ai pu obtenir	□1	□2	□3	□4	□5	□6	□7
28.	J'ai perdu mon travail	□1	□2	□3	□4	□5	□6	□7
29.	Cela me permet de réintégrer le marché du travail après avoir été au chômage pendant une longue période	□1	□2	□3	□4	□5	□6	□7
30.	Cela me permet d'essayer la vie professionnelle avant de me lancer à la quête d' un emploi permanent	□1	□2	□3	□4	□5	□6	□7
31.	Cela peut me permettre de trouver un emploi permanent	□1	□2	□3	□4	□5	□6	□7
32.	Cela me donne la possibilité de tester le terrain avant de me lancer dans une carrière au sein de certaines organisations	□1	□2	□3	□4	□5	□6	□7
33.	Me permet de subvenir à mes besoins entre deux emplois réguliers	□1	□2	□3	□4	□5	□6	□7

Part IV. Vous réferrant à votre emploi actuel, En général, quel est votre niveau de satisfaction :

1= Pas du tout satisfait(e) 7=Totalement satisfait(e)

34.	Par rapport aux tâches liées à votre emploi ?	□1	□2	□3	□4	□5	□6	□7
35.	Par rapport à vos collègues de travail ?	□1	□2	□3	□4	□5	□6	□7
36.	Par rapport à la supervision ?	□1	□2	□3	□4	□5	□6	□7
37.	Par rapport aux opportunités de gagner une promotion ?	□1	□2	□3	□4	□5	□6	□7
38.	Par rapport à votre salaire ?	□1	□2	□3	□4	□5	□6	□7

Section V. Informations générales

39. **Niveau d'étude**

□$_1$ Diplôme de fin d'études secondaires □$_2$ Licence □$_3$ Maîtrise

☐4 Doctorat ☐5 Autre (spécifiez)_____

40. **Quelle est la durée de votre contrat actuel?**

☐1 Moins de deux mois ☐2 Deux à quatre mois ☐3 Cinq à sept mois

☐4 Huit à 10 mois ☐5 11 à 13 mois ☐6 Plus de 13 mois

41. **Votre contrat expire dans combien de temps? Prière d'indiquer le temps restant en mois. Indiquer en semaines au cas où il reste moins d'un mois ou en jours, s'il reste moins d'une semaine**

_____mois **(ou)** _____semaine(s) (**ou)** _____ jour(s)

42. **Depuis combien de temps travaillez-vous pour cette organisation?**

☐1 Moins de trois mois ☐2 Trois à six mois ☐3 Sept mois à un an

☐4 Plus de un an jusqu'à trois ans ☐5 Plus de trois ans jusqu'à cinq ans ☐6 Plus de cinq jusqu'à sept ans ☐7 Plus de sept ans

43. **Combien de temps avez-vous travaillé <u>sous contrat temporaire avant de joindre votre organisation actuelle</u>?**

☐1 Zéro ☐2 Moins de trois mois ☐3 Trois à six mois ☐4 Sept mois à un an

☐5 Plus de un an jusqu'à trois ans ☐6 Plus de trois ans jusqu'à cinq ans

☐7 Plus de cinq ans jusqu'à sept ans ☐8 Plus de sept ans

44. **Dans votre organisation actuelle, combien de fois votre contrat a-t-il déjà été renouvelé? Prière d'indiquer avec des chiffres ex : 1 fois, 2 fois, 7 fois, 15 fois etc.**

_____ fois

45 **Votre organisation acuelle est:**

☐1 Locale ☐2 Internationale

46. **Votre type d'organisation:**

☐1 Santé ☐2 Education ☐3 Religieux ☐4 Service Social

☐5 Humanitaire ☐6 Environement ☐7Logement ☐8 Autres(Spécifiez)_____

47. **Pensez-vous que votre contrat va être renouvelé?**

☐1 Oui ☐2 Non

48. **Genre**

☐1 Feminin ☐2 Masculin

49. **Age**

☐1 Moins de 23 ans ☐2 23-32 ☐3 33 -42

☐4 43 - 52 ☐5 53-62 ☐6 63 ou plus

Je vous remercie de votre contribution. Prière de vous assurer d'avoir répondu à toutes les questions

APPENDIX F: SUPERVISOR QUESTIONNAIRE

Port-au-Prince, Janvier 29, 2013

Bonjour/Bonsoir chèr(e) superviseur,

Je suis Fabienne Gay, étudiante en Développement International des Ressources humaines à l'Université Nationale Normale de Taiwan (NTNU). Je suis en train de mener une étude, avec le support de Dr C. Rosa Yeh, spécialiste en matière de ressources humaines, sur les comportements de citoyenneté organisationnelle des travailleurs sous contrat temporaire dans le secteur à but non lucratif en Haïti. L'objectif de cette étude est d'essayer de comprendre dans quelle mesure certains facteurs influencent le comportement de citoyenneté organisationnelle des contractuels haïtiens. Toutes les informations qui seront collectées seront uniquement utilisées dans le cadre de l'étude. Elles seront collectées de façon anonyme et en toute confidentialité. Rien de ce que vous direz n'affectera votre emploi actuel ou futur dans votre organisation. Votre participation est volontaire et certainement il n'y a aucune conséquence si vous choisissez de ne pas participer. Si vous avez des questions ou des préoccupations au sujet du questionnaire ou de votre participation à cette étude, vous pouvez communiquer avec le chercheur directement au 3428-5929 ou en écrivant à fabeeg@yahoo.com. Nous vous remercions déjà de votre support. Cela vous prendra environ 5 mn pour remplir un questionnaire.

Dear supervisor,

I am Fabienne GAY, graduate student in International Human Resource Development at National Taiwan Normal University. The researcher, along with Doctor C. Rosa Yeh from the International Human Resource Development department of National Taiwan Normal University, is conducting a study of organizational citizenship behaviors of people working under temporary contract in the nonprofit sector in Haiti. The objective of this research is an attempt to understand the degree to which some factors influence the citizenship behaviors of Haitian contractors. Your contribution will be totally confidential and nothing you say on the questionnaire will in any way affect your present or future employment with your actual organization. Your participation is definitely voluntary and there is no consequence if you choose not to participate. If you have any questions or concerns about the questionnaire or your participation in this study, you may contact the researcher directly at 3428-5929 or at fabeeg@yahoo.com. It will take you about 5mn to fill one questionnaire.

Sincerely,

Fabienne

Instructions: Prière de penser à un employé en particulier en remplissant le questionnaire. Il n'y a ni bonne ni mauvaise réponse, par conséquent nous vous encourageons à être confortables dans le choix de la réponse qui reflète le mieux votre opinion. Pour corriger une erreur, prière de barrer la mauvaise réponse comme ceci (~~X3~~) et de mettre un X sur votre nouveau choix. Il est très important que vous remplissiez le questionnaire dans son intégralité pour qu'il puisse contribuer à notre étude.

Please think about a specific employee while filling the survey. *There is no right or wrong answer so feel comfortable answering what the most accurately reflects your opinion and observations. If you wish to correct an answer, please strike through (~~X3~~) then put the X on the right answer. It is very important that you answer* ***all the questions*** *so that your questionnaire can be useful.*

Part I. Prière **de penser à un subordonné en particulier**; au travail, quelle est la fréquence à laquelle **cet employé** adopte les comportements listés ci-dessous? Prière de mettre un X sur le chiffre de votre choix pour chacune des phrases listées.

Kindly think of one subordinate; at work, how often does this subordinate engage in the following behaviors? Please put an X on the number of your choice for each of the statements below.

		1=Jamais/Never						**7=Toujours/Always**
1.	Apporte son aide à ceux qui ont été absents *Helps others who have been absent*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
2.	Se porte volontaire pour aider dans des choses non requises *Volunteers to help for things that are not required*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
3.	Oriente les nouveaux venus même si cela ne lui est pas demandé *Orients new people even though it is not required*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
4.	Aide ceux qui ont une lourde charge de travail *Helps others who have heavy workloads*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
5.	Assiste le superviseur dans son travail *Assists with supervisor's work*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
6.	Fait des suggestions originales pour améliorer le département *Makes innovative suggestions to improve department*	☐1	☐2	☐3	☐4	☐5	☐6	☐7

7.	Assiste à des réunions non obligatoires mais qui aident au réhaussement de l'image de l' organisation. *Attends functions that are not mandatory but which contribute to the company 's image*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
8.	Sa présence régulière au travail est supérieure à la norme *His/her attendance at work is above the norm*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
9.	Avertit à l`avance en cas d`impossibilité de se venir travailler *Gives advance notice if unable to come to work*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
10.	Passe de longs moments dans des appels téléphoniques personnels *Spends a great deal of time with personal phone conversations*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
11.	Ne passe pas de temps hors du travail sans que cela ne soit vraiment nécessaire ***Does not** take unnecessary time off work*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
12.	Ne prend pas de pauses supplémentaires ***Does not** take extra breaks*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
13.	Ne perd pas de temps dans des conversations non productives ***Does not** spend time in idle conversation*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
14.	Prend des pauses non méritées *Takes undeserved rest breaks*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
15.	Est à l`heure *Is punctual*	☐1	☐2	☐3	☐4	☐5	☐6	☐7
16.	Est impatient(e) que la journée de travail touche à sa fin *Coasts towards the end of the day*	☐1	☐2	☐3	☐4	☐5	☐6	☐7

Thank you very much for your time. Please make sure you answered all the questions.
Je vous remercie de votre contribution. Prière de vous assurer d'avoir répondu à toutes les questions