

A Study on the Relationship between Employee Social Network Motives and Helping Behavior

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Abstract While scholars and practitioners recognize the importance of social networking of employees in organizations, existing studies have not provided answers to how employees exert extra efforts to occupy better positions within the social network. To fill this gap, drawing on the notion of social network, I posit that employees who want to achieve good positions in social networks are likely to show interpersonal helping behavior. In addition, I further examine the boundary conditions that change the above relationship. Specifically, this paper simultaneously examines the moderating role of characteristics of a coworker (ability and popularity) and of the focal actor (use of emotion). To test the proposed research model, this paper adopted a cross-sectional survey design and collected data from 218 employee-coworker dyads who work in companies in Korea. While I failed to find the moderating role of coworker characteristics, the current research found significant three-way interaction effect of employee's social network motives, coworker characteristics, and employee's use of emotion on their helping behavior. The current research intends to explain the complicated nature of the inter-personal dynamics in groups and organizations.

요약 조직 맥락에서 사회적 관계의 중요성은 학계와 실무 양측에서 주목해왔으나, 기존 연구들은 근로자들이 사회적 관계망 속에서 더 나은 위치를 점유하기 위해 특별히 어떠한 노력을 수행하는지 상세한 행동 양태를 규명해오지 못했다. 이러한 기존 연구의 한계점을 극복하기 위해 본 연구에서는 사회 관계망 이론에 근거하여, 근로자의 네트워크 동기가 강할수록 이들이 적극적으로 도움 행동을 수행할 것이라 주장한다. 또한, 본 연구에서는 네트워크 동기와 도움 행동의 관계를 변화시키는 조절 변수들의 효과를 고찰한다. 특히, 본 연구에서는 동료 특성(동료의 능력/인기)과 행위자 본인 특성(정서활용)의 조절 효과를 동시에 고찰한다. 연구가설 검증을 위해 국내 기업에 종사하는 218쌍의 조직구성원과 그들의 동료에게 설문조사를 실시하였으며, 가설 검증 결과, 동료 특성의 조절효과는 지지되지 못하였으나 근로자의 네트워크 동기, 동료 특성, 근로자 정서활용 세 변수의 상호작용이 근로자의 도움 행동의 다양한 양태를 설명하였다. 본 연구는 조직 내 집단에서 근로자들이 보이는 대인관계적 행동의 복잡한 양태를 심층적으로 고찰함으로써 이에 대한 해답을 제시하고자 한다.

Keywords : Social Network Motives, Popularity, Ability, Emotional Intelligence, Helping Behavior, Social Network

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1. Introduction

For employees in organizations, sustaining a good social network is important. Belonging to a stronger social network enhances the ability to gather information[1], career success[2], workplace influence[3], and job satisfaction[4]. Additionally, employees who occupy favorable positions in social network receive more help from others[5]. These indicate the importance of social network for employees in organizational context.

Extant literature on social network focuses on the impact of occupying certain positions within such networks[6]. Although most research elaborates on structural outcomes, there has been limited investigation on social network positions' antecedents[7]. Moreover, existing studies have not provided sufficient explanations for employees' behavioral efforts to occupy better positions in the social network. To address this gap, this paper investigates the behavior of employees who desire to occupy favorable positions in social networks. Specifically, the current research examines the effect of employee social network motives on helping behavior. According to the notion of impression management[8], employees engage in helping behavior for their instrumental purposes. Drawing on the logic, this paper posits that employees with strong social network motives will engage in more helping behavior as a means of occupying good positions in their social networks.

In addition, while employees with strong impression management motives help coworkers indifferent ways[8], the current paper expects that employees who aim to occupy more favorable social network positions will engage in selective helping behavior toward specific coworkers, with considering the help recipient's characteristics to maximize the instrumentality of helping[6]. Drawing on the social network

theory[5], the current research posits the moderating influences of popularity and ability of the help recipient on the relationship between social network motives and helping behavior. Furthermore, drawing on the notion of emotion intelligence[9,10], the current research posits the additional moderating role of the use of emotion of employees. Following Figure 1 presents the current research model.

To summarize, the current research elucidates how employees with social network motives exert efforts to achieve their objectives. In addition, by considering the moderating roles of help provider and help recipient characteristics simultaneously, the current paper adopts a more nuanced approach for explaining employees' behavior. Accordingly, this study investigates the interactive changes in employee behavior that depend on the attributes of dyad. This paper aims to advance the literature on social network, impression management, and helping behavior in organizational contexts.

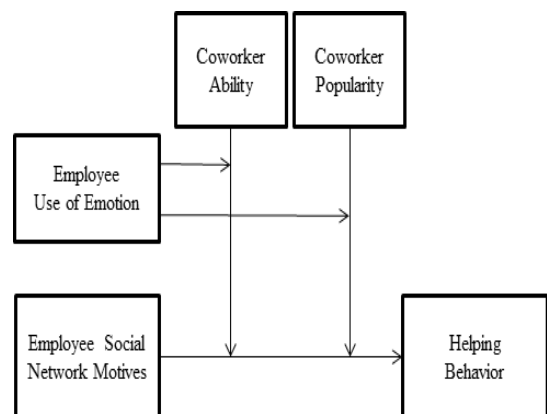


Fig. 1. Research model

2. Literature Review and Hypotheses

2.1 Social network

Social network refers to the informal structure of social relationships in organizations[3]. It has

many advantages in organizational contexts, such as successful career development [2], high levels of job satisfaction[4], and receiving substantial help from others[5,7]. Occupying a favorable position in a social network enables employees to access social capital[6]. These advantages indicate that employees have an incentive for network building.

Although most studies have examined the structural effects of social networks, a few studies have examined the effect of individual differences in network development and use. For instance, employees with high degrees of self-monitoring are likely to obtain central positions in networks and receive good performance evaluations[7]. Additionally, personality is related to effective social network structure and social capital[11]. In a similar vein, Thompson[12] explains the positive relationship between proactive personality and performance based on the social capital theory. These studies have shown significant effects of individual differences toward social network. However, these studies have not considered the differences in employees' desire to obtain favorable network position. This paper examines the role of social network motives, which refers to the extent of the desire of an employee to build, sustain, and occupy good positions in a social network. When employees have strong social network motives, they exert greater effort to obtain favorable positions in the network. In contrast, employees with weak social network motives exert less effort in this regard. Next, this paper draw on the impression management theory to explain how employees with various degrees of social network motives behave differently.

2.2 Instrumental use of helping behavior and social network motives

According to impression management theory, employees engage in citizenship behavior not only to contribute to their company and help

colleagues, but also to enhance their own reputation and status[8]. In other words, helping behavior can be a tactic for advancing one's self-interest. Empirical studies also support this claim[5,8,13]. Research findings have indicated that helping behavior can be beneficial for employees who want to leave favorable impressions to others.

The use of helping behavior to enhance one's reputation motivates employees with strong social network motives, as well. To be regarded as a sociable and capable person by members of their current social network, employees with strong social network motives would engage in more helping behavior. On the other hand, other things being equal, employees with weak social network motives would engage in less helping behavior; instead, they would protect their physical and mental resources and avoid resource loss[14]. Thus, when employees do not have incentives to help others, they will not exhibit helping behavior because it requires use of their time and energy investment. Therefore, I propose the following:

Hypothesis 1: Employee social network motives are positively related to helping behavior.

2.3 Moderating role of the help recipient's characteristics

Although employees with strong impression management motives aim to establish a good reputation among their coworkers in general, employees with strong social network motives would want to connect with competent coworkers selectively. Each position in a social network is different[5], such that employees who want to expand their social network must make deliberate efforts to be associated with specific individuals. As a result, their helping behavior can be differentiated based on help recipients' characteristics. Specifically, they are more likely to help a competent person more than an ordinary person. Thus, this study examines the

moderating roles of coworker ability and popularity as proxies for help recipient competency.

First, ability refers to the qualities that enable an individual to achieve or accomplish something in the workplace[15]. Employee ability is positively related to power or status in a group or an organization[16]. Employees with high ability generally have more useful skills and knowledge regarding work processes. Their skills and knowledge can be exchanged in the form of advice or assistance to other employees. Therefore, as employees help competent coworkers, their expectation of receiving future help increases.

On the other hand, popularity refers to the quality or state of being widely admired, accepted, or sought after[17]. Coworker popularity is a variable that reflects one's social network[17]. Compared with the unpopular individuals, popular individuals are emulated and approached more often by others, receive more help, are stereotyped more positively, and maintain more positive relationships with others [17]. However, I expect that employees with strong social network motives are less likely to engage in helping behavior toward popular coworkers. Employees with strong social network motives might feel envious when popular coworkers receives more attention from others[17], with such feelings leading them to consider each other as rivals amid the limited resources and power in organizations[18]. Thus, the employees with strong social network motives would be less likely to help toward popular coworkers[18]. Thus, I propose the following:

Hypothesis 2-1: Coworker ability facilitates the relationship between employee social network motives and helping behavior.

Hypothesis 2-2: Coworker popularity mitigates the relationship between employee social network motives and helping behavior.

2.4 Three-way interactive effect of social network motives, the recipient characteristics, and use of emotion on helping behavior

While the notion of social network explains employees' engagement in selective helping behavior[5,6], this behavioral tendency can vary depending on the focal actor's competence in exploiting the coworker's potential. Drawing on the notion of emotional intelligence, this paper further posits additional moderating role of the focal actor's ability in handling interpersonal situation[9,10]. Specifically, use of emotion, one representative dimension of emotional intelligence, refers to individuals' ability to direct their emotion toward constructive activities and personal performance[10]. Employees who are good at using emotions focus their own attention and make appropriate decisions[19]. In other words, they actively utilize their current emotional states in functional ways rather than being passively affected by their emotions. Therefore, they focus diligently on their emotions and try to shift them to facilitate error detection and careful information processing[9]. Through a precise evaluation of the current situation in varying mood states, they gain access to a range of options[19]. As a result, employees who are good at using their emotions are more competent in building interpersonal relationships.

For employees with high social network motives, differences in the use of emotions play a moderating role in decisions to help others. When employees frequently and skillfully use their emotions, they have more confidence in their networking abilities. Thus, they tend to pursue proactive network building and to become acquainted with highly competent coworkers. In broadening their own network, they pursue complementarity. For those employees, popular coworkers are less attractive, so they consider them as competitors in the social network.

In contrast, when employees have low levels of use of emotion, they attempt to find and depend on coworkers with strong networking competence. By depending relationships with popular coworkers, they broaden their network indirectly. Although the processes are different, they also pursue complementarity in relationships. Consequently, they are more likely to help popular coworkers. Therefore, I propose:

Hypothesis 3-1: There is a three-way interaction among employee social network motives, employee use of emotion, and coworker ability on employee helping behavior, such that use of emotion reverses the facilitating effect of coworker ability on the relationship between employee social network motives and helping behavior.

Hypothesis 3-2: There is a three-way interaction among employee social network motives, employee use of emotion, and coworker popularity on employee helping behavior, such that use of emotion reverses the mitigating effect of coworker popularity on the relationship between employee social network motives and helping behavior.

3. Method

3.1 Participants and procedures

Data for the current study were collected using questionnaires from employees and corresponding coworkers in 17 organizations located in South Korea. In terms of industrial composition, 25.3% of data were from manufacturing industry, 22.7% from financial industry, 18% from IT and communication industry, 15.3% from service industry, 4.7% from construction industry, 3.3% from distribution industry, and 10.6% from other industries.

A primary author of the paper distributed two packages of surveys toward employees. First, the author asked employees to respond to the packet

labeled “the focal actor”. On the other hand, those employees were asked to hand over the other survey packet labeled “the coworker” to one of their coworkers with who they have substantial interactions at work and who are in similar hierarchical position. From 250 sets of distributed surveys, 223 sets were returned. However, the leading author further excluded a number of careless and incomplete responses, leaving total usable responses for 218 dyads. The average age of focal employees was 33.87 years (SD = 6.58), and 72.7% were male; in contrast, the average age of corresponding coworkers was 32.88 years (SD = 6.76), and 69.5% were male.

3.2 Measures

Focal employee rated social network motives, employee use of emotion, coworker ability, and coworker popularity. Employee helping behavior was measured by one’s coworker. All questionnaire items utilized a 7-point Likert response scale.

First, to measure social network motives, I modified and used Ferris et al.[20]’s a six-item scale on networking ability (e.g. “I have spend substantial time and efforts at using my connections and network to make things happen at work”). Cronbach’s alpha for the scale was .89. Second, this study measured employee use of emotion, using a four-item scale (e.g. “I would always encourage myself to try my best”)[10]. Cronbach’s alpha was .92. Third, a six-item ability scale developed by Mayer and Davis[15] was used to measure coworker ability (e.g. “My coworker is very capable of performing his/her job”). Cronbach’s alpha for the coworker ability scale was .90. Fourth, a seven-item coworker popularity scale[17] was adopted. Cronbach’s alpha for the scale was .90 (e.g. “My coworker is socially visible”). Finally, for measuring helping behavior, I used Settoon and Mossholder’s[21] a sixteen-item scale. Items were made up two dimensions: (1) person-focused interpersonal

helping (e.g. “This person tries to cheer up me when I have a bad day”), and (2) task-focused interpersonal helping (e.g. “This person takes on extra responsibilities in order to help me when things get demanding at work”). Cronbach’s alpha was .94 for person-focused helping and .93 task-focused helping.

In addition, I further collected demographic information from employees and coworkers. Those data were included in each analysis to control salient differences. Specifically, age, gender, rank, and education level were controlled. In addition, tenure with coworker was also measured and controlled. Since the current data collection relied on focal employees’ discretion in choosing a coworker, it is possible that sampling was biased toward dyads with good interpersonal relationship. By controlling the abovementioned variables, the current paper intends to rule out such possibilities.

3.3 Analytic procedure

To test current hypotheses, the current research used hierarchical regression analysis. Step 1 included the control variables. Step 2 included the main variables. Step 3 included the main effect of the moderator and product term of the main variable and moderator was included. Finally, in Step 4, we included three-way interaction terms. Before generating the product terms, related variables were mean-centered to prevent potential multicollinearity problems[22].

4. Results

Table 1 shows descriptive statistics for the study variables. There were a number of high correlations among the study variables. Accordingly, confirmatory factor analyses (CFA) were conducted to figure out discriminant validity among study variables. First, the baseline six-factor model showed satisfactory fit indices, such that $\chi^2 = 1564.831$, $df = 687$, $p < .001$, comparative fit index (CFI) = .907, incremental fit index (IFI) = .907, and root mean square error of approximation (RMSEA) = .075. These fit indices were superior to those of alternative five-factor models. To be specific, when person-focused and task-focused helping were integrated into one factor, statistic results showed poorer fit indices such as $\chi^2 = 2092.560$, $df = 692$, $p < .001$, CFI = .851, IFI = .852, and RMSEA = .094. Likewise, when coworker ability and popularity were integrated into one factor, the results indicated worse fit indices such as $\chi^2 = 2404.685$, $df = 692$, $p < .001$, CFI = .818, IFI = .819, and RMSEA = .104. In sum, results from the CFAs supported the distinctiveness of the constructs.

Hypothesis 1, which posited the relationship between employee social network motives and helping behavior, was partially supported. As shown in model 2 of Table 2 and 3, person-focused helping was significantly related with social network motives ($\beta = 0.15$, $p < 0.05$), whereas task-focused helping was not ($\beta = 0.09$, *n. s.*).

Table 1. Means, standard deviation, and correlations

	Mean	S.D.	1	2	3	4	5	6
1. Social network motives	5.03	0.88	(.89)					
2. Coworker ability	5.50	1.04	.27**	(.90)				
3. Coworker popularity	5.31	0.91	.30**	.45**	(.90)			
4. Use of emotion	5.15	0.81	.54**	.27**	.23**	(.92)		
5. Person-focused helping	5.42	0.92	.14*	.21**	.37**	.04	(.94)	
6. Task-focused helping	5.39	0.97	.10	.16*	.33**	.05	.79**	(.93)

N=218, **p<.01, *p<.05 (two-tailed).

On the other hand, results of model 3 in Table 2 and 3 indicated that moderating effects of coworker ability and popularity were nonsignificant; Hypothesis 2-1 and Hypothesis 2-2 were not supported. Rather, Coworker popularity was significantly and positively related with person-focused ($\beta = 0.33, p < 0.01$) and task-focused helping ($\beta = 0.34, p < 0.01$).

Finally, Hypothesis 3-1, which posited a three-way interaction between employee social network motives, coworker ability, and employee use of emotion, was partially supported. Results of model 4 in Table 2 indicated that three-way interaction term is significantly related with person-focused helping behavior ($\beta = 0.36, p < 0.05$), whereas three-way interaction effects on task-focused helping was not significant one ($\beta = 0.15, n.s.$ in model 4 in Table 3). Figure 2 depicts the nature of three-way interaction effects of employee social network motives, coworker ability, and employee use of emotion on person-focused helping behavior. To be specific, while the effect of social network motives on helping was positive when high coworker ability with high use of emotion ($=.53, p < 0.01$) and low coworker ability with low use of emotion ($=.35, p < 0.05$), the association became negative when high coworker ability with low use of emotion ($=-.17, p < 0.10$), as well as low coworker ability with high use of emotion ($=-.39, p < 0.01$). Thus, when employee use of emotion is low, the positive association between social network motives and person-focused helping became negative as coworker ability increases ($=-.52, p < 0.01$). On the other hand, when employee use of emotion is high, the association changed from negative to positive as coworker ability increases ($=.92, p < 0.01$). On the other hand, Hypothesis 3-2 was supported. As shown in model 4 of Table 2 and 3, three-way interaction was significantly related with person-focused ($\beta = -0.40, p < 0.01$) and task-focused helping ($\beta = -0.28, p < 0.10$). Figure 3 and 4 depict the nature of three-way

interaction effects of employee social network motives, coworker ability, and employee use of emotion on person-focused and task-focused helping behavior. In predicting person-focused helping, the effect of social network motives was positive when high coworker popularity with low use of emotion ($=.36, p < 0.05$) and low coworker popularity with high use of emotion ($=.60, p < 0.01$). In contrast, the effect of social network motives turn to negative when high coworker popularity with high use of emotion ($=-.46, p < 0.01$) and low coworker popularity with low use of emotion ($=-.18, p < 0.10$).

In other words, when employee use of emotion is low, the association between social network motives and person-focused helping changed from negative to positive as coworker ability popularity increases ($=.54, p < 0.01$). In contrast, when employee use of emotion is high, the positive association became negative as coworker popularity increases ($=-1.06, p < 0.01$).

In a similar vein, the effect of social network motives on task-focused helping was positive when low coworker popularity with high use of emotion ($=.45, p < 0.01$). On the other hand, there was no significant association between them when high coworker popularity with low use of emotion ($=.11, n.s.$). In contrast, the effect of social network motives turn to negative when high coworker popularity with high use of emotion ($=-.37, p < 0.01$) and low coworker popularity with low use of emotion ($=-.19, p < 0.10$). To interpret, under low employee use of emotion, the effect of social network motives on task-focused helping changed from negative to non-significant as coworker popularity increases ($=.64, p < 0.01$). Under high employee use of emotion, the positive effect became negative one, as coworker popularity increases ($=-.82, p < 0.01$).

Table 2. Hierarchy regression on person-focused helping

Variables	Model 1	Model 2	Model 3	Model 4
Step 1: Control Variables				
Employee age	-.20	-.19	-.17	-.19
Employee gender	.00	.01	.05	.07
Employee education	-.01	.00	.02	-.01
Employee rank	.05	.03	.05	.05
Coworker age	-.15	-.13	-.18	-.20
Coworker gender	.07	.09	.02	.00
Coworker education	.16†	.16†	.11	.16†
Coworker rank	.18	.17	.19	.21†
Tenure with coworker	-.01	.02	-.03	-.03
Step 2: Main Variables				
Social network motives		.15*	.03	.08
Step 3: Two-way Interactions				
Coworker ability			.03	.10
Coworker popularity			.33**	.27**
Social network motives * Coworker ability			.02	.10
Social network motives * Coworker popularity			-.11	-.13
Step 4: Three-way Interactions				
Use of emotion				-.07
Social network motives * Use of emotion				-.01
Coworker Ability * Use of emotion				-.14
Coworker popularity * Use of emotion				.04
Coworker Ability * Coworker popularity				-.01
Social network motives * Coworker Ability * Use of emotion				.36*
Social network motives * Coworker popularity * Use of emotion				-.40**
R ²	.052	.073	.191	.236
R ² Change		.021	.118	.045

N=218, **p<.01, *p<.05, †p < .10 (two-tailed).

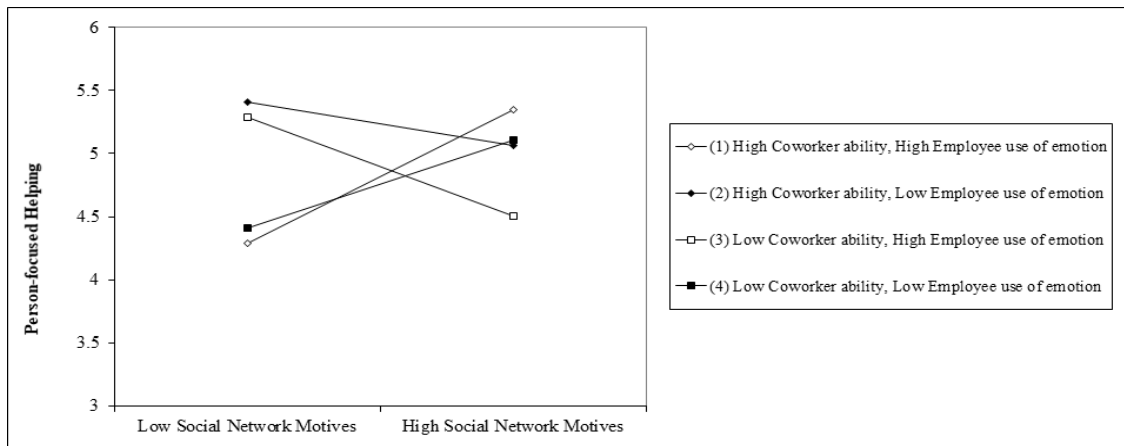


Fig. 2. Three-way interaction effects of social network motives, coworker ability, and use of emotion on person-focused helping

Table 3. Hierarchy regression on task-focused helping

Variables	Model 1	Model 2	Model 3	Model 4
Step 1: Control Variables				
Employee age	-.40**	-.39*	-.38*	-.38*
Employee gender	-.08	-.07	-.03	-.03
Employee education	-.03	-.02	-.01	-.02
Employee rank	.11	.10	.12	.11
Coworker age	-.08	-.07	-.12	-.14
Coworker gender	.09	.10	.03	.03
Coworker education	.18*	.18*	.15†	.18*
Coworker rank	.19	.18	.22†	.24†
Tenure with coworker	.00	.01	-.03	-.03
Step 2: Main Variables				
Social network motives		.09	-.01	.00
Step 3: Two-way Interactions				
Coworker ability			-.04	-.06
Coworker popularity			.34**	.39**
Social network motives * Coworker ability			-.04	-.01
Social network motives * Coworker popularity			-.06	-.13
Step 4: Three-way Interactions				
Use of emotion				.04
Social network motives * Use of emotion				.04
Coworker Ability * Use of emotion				-.08
Coworker popularity * Use of emotion				.03
Coworker Ability * Coworker popularity				.11
Social network motives * Coworker Ability * Use of emotion				.15
Social network motives * Coworker popularity * Use of emotion				-.28†
R ²	.079	.087	.186	.218
R ² Change		.008	.100	.032

N=218, **p<.01, *p<.05, †p < .10 (two-tailed).

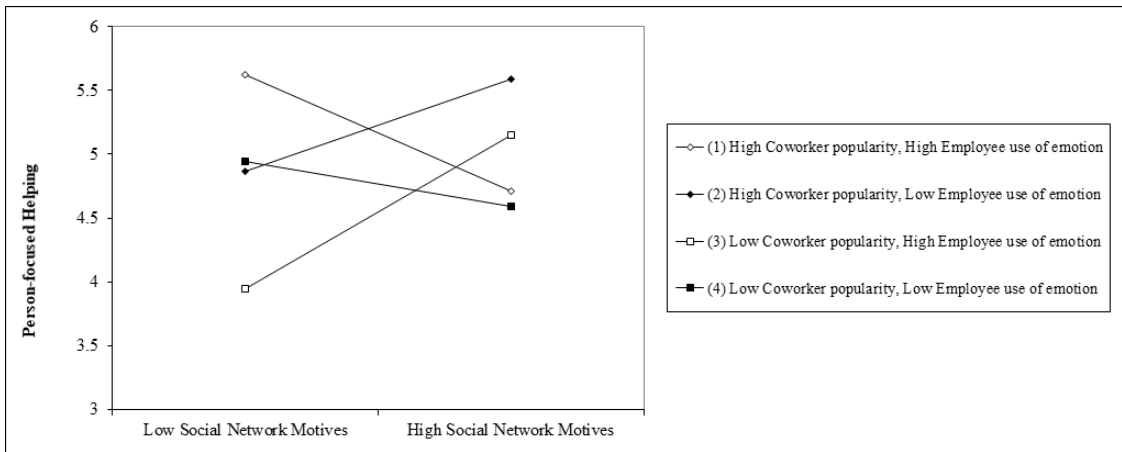


Fig. 3. Three-way interaction effects of social network motives, coworker popularity, and use of emotion on person-focused helping

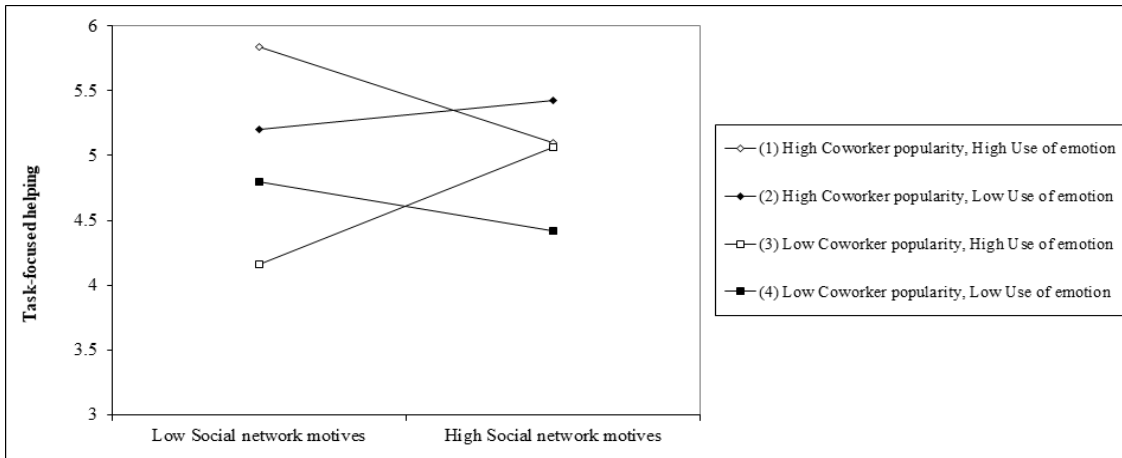


Fig. 4. Three-way interaction effects of social network motives, coworker popularity, and use of emotion on task-focused helping

5. Conclusion

This study investigated the effect of social network motives on helping behavior. First, the current research draws on the notion of impression management[8] and social network to posit the positive effect of social network motives on helping behavior, as helping can be used by employees as a means of developing social networks by leaving favorable impressions toward others. The results provided partial support for Hypothesis 1. The effect of social network motives on person-focused helping was significant ($\beta = 0.15, p < 0.05$), but not on task-focused helping. One possible interpretation is that employees with strong social network motives can provide personal favors based on their motivation[21], but providing task-related assistance and advice may not be possible if the employees do not have appropriate skills, knowledge, and expertise. Moreover, considering that employees with strong social network motives may want to build relationships with highly competent or high status coworkers, there may have less availability to engage in task-related helping toward such coworkers.

In addition, by adopting the dyad as the unit

of analysis, this paper examined the moderating role of ability/popularity of the coworker who receives helping from employees and showed these variables change the relationship between social network motives and employee helping behavior. Moreover, the current research also considered the additional moderating effect of employee use of emotion, which reverses the moderating role of coworker characteristics. Contrary to our expectations, the moderating effects of coworker ability and popularity were insignificant; hence, Hypothesis 2-1 and Hypothesis 2-2 were not supported. Coworker popularity instead showed independent effects on person-focused helping ($\beta = 0.33, p < 0.01$) and task-focused helping ($\beta = 0.34, p < 0.01$). These results suggest that future studies should consider additional boundary conditions that facilitate a sense of envy, in examining the interactive effect of social network motives and coworker popularity in predicting employee interpersonal behaviors. Results also showed that employees helped highly popular coworkers more than they helped less popular coworkers with low popularity regardless of employee social network motives, which provides additional support for popularity effect[17].

With employee use of emotion included as an additional moderator, however, the three-way interaction showed significantly affected helping behavior. Hypothesis 3-1 was partially supported (person-focused helping: $\beta = 0.36, p < 0.05$; task-focused helping: $\beta = 0.15, p = ns$), whereas Hypothesis 3-2 was fully supported (person-focused helping: $\beta = -0.40, p < 0.01$; task-focused helping: $\beta = -0.28, p < 0.10$). In line with the hypotheses, employees with high social network motives and high use of emotion provided more help to their coworkers with high ability and less help to those with low ability. In other words, the relationship between social network motives and helping behavior was a positive one when both employee use of emotion and coworker ability were high, but it turned negative when employee use of emotion was high while coworker ability was low. On the other hand, when employees exhibited a low level of use of emotion, the relationship between social network motives and helping reversed in direction.

However, as stated above, we failed to identify a significant three-way interaction effects of social network motives, coworker ability, and employee's use of emotion on task-related helping. These results can also be interpreted similarly to those concerning Hypothesis 1. Amid high-ability coworkers, employees receive fewer chances to engage in task-related helping; based on the definition of *high ability*, these coworkers tend to complete their assignments independently rather than relying on others' help. Furthermore, providing task-related help can be harmful in terms of impression management when employees fail to help appropriately.

The results for Hypothesis 3-2, which posited the three-way interaction effects of social network motives, coworker popularity, and employee's use of emotion on helping behavior, was generally supported. As employees with strong social network motives and high use of

emotion provided coworkers with less popularity with more help, they also reduced the help they offer to their highly popular coworkers. On the contrary, when employees with low use of emotion tend to help their popular coworkers more and their unpopular coworkers less. These results align with our argument that individuals will consider a highly popular coworker as a partner when they cannot build interpersonal relationships, but they will consider the same coworker as a competitor when they have already developed their networking abilities. This study specifically considered use of emotion as an important skill for social networking, and the empirical results also supported the hypothesis.

In terms of theoretical implications, the current paper attempted to address the gap in the existing literature in the following ways. First, this study examined the role of social network motives in predicting helping behaviors at work, which contributes to the literature on social network. Specifically, this study sheds light on phenomena that the structural approach of social network analysis cannot explain. Accordingly, this study focused on behavioral patterns of employees that can be changed depending on the extent of their social network motives. Drawing on impression management theory[8], the current paper expected that helping behavior can be used by employees with strong social network motives to give others a favorable impression of themselves, facilitating achievement of their own ends. Previous studies have considered helping as one of the benefits that can be gained through occupying a superior position in a network[5]. In this vein, this study's consideration of helping as a means of gaining a superior network position is a novel approach. By observing dynamic interactions among actors and their detailed characteristics and natures, future studies can enhance our knowledge on social network theory.

Moreover, by examining the moderating roles

of coworker characteristics and employee use of emotion simultaneously, this paper demonstrated the possibilities that more complex interpersonal dynamics exist. The results of this study showed a somewhat complex change in the behavioral patterns of actors according to the differences in the attributes of the focal actor and other parties. To extend this approach, future research could examine more various interaction patterns among actors' characteristics. The current findings also warrant future research to examine the effects of social network motives on more types of behaviors aside from helping behavior. For instance, many scholars on social network research have pointed out the important role of information and knowledge in explaining network effects[2,6]. Similarly, future studies can consider knowledge sharing as one of the most important variables that can explain the strong influence of social network motives. Finally, future investigation can further focus on more specific mechanisms that lead to such behavioral differences. For instance, attitudes toward coworkers such as envy and admiration might be mediators of behavioral changes.

The findings of this study have several practical implications for organizations. Although many people consider social networking activity as opportunistic behavior, such activity can contribute to group effectiveness by facilitating dynamic interpersonal exchange. Therefore, in deciding the composition of certain groups, practitioners should pay attention to employees' social network motives; when group members do not engage in interpersonal helping behaviors, recruiting a new group member with strong social network motives can stimulate the emergence of helping behaviors in the group.

Simultaneously, however, practitioners should remember that those employees with strong social network motives will help coworker selectively. This implies that there will be isolated group members who do not receive supports

from other employees. Based on the current finding that employee use of emotion reverses the pattern of helping behavior, I recommend that managers in organizations need to consider both social network motives and use of emotion as these play crucial roles in facilitating balanced positive interactions (i.e., helping) in groups.

To be sure, depending on task characteristics, strong social network motives can be a double-edged sword. For instance, strong network motives would be harmful to groups that require individualized work by disturbing workers' concentration. However, as long as the group task requires cooperation, including members who have strong social network motives with different levels of use of emotion will be beneficial to group functioning.

This study has several limitations. First, it modified an existing measure of social networking ability in measuring social network motives. Although I considered the differentiated effects of social network motives by making comparisons with other related measures, the results do not guarantee the convergent or discriminant validity of the measurement that the current paper used. Thus, more precise measures for social network motives should be developed.

Second, the cross-sectional data used in this study do not allow us to ascertain the change in helping behavior or to make causal inferences. Similarly, I only examined the efforts of employees to secure a better social position and thus neglected to consider the results in terms of social network development and position of actors. Addressing this issue would require the following: First, a longitudinal design can be used to determine whether these efforts of employees result in gaining a better position in their social networks. Second, to infer causality while excluding alternative explanations, future research should control more structural variables that can cause social network dynamics more directly.

Third, although this study revealed the important role of social network motives in predicting helping behavior, the current research did not control for the impact of prosocial motives. While there is a longlasting debate on the nature of altruistic and instrumental motives in pro-social behavior[23,24], it is likely that not all employees engage in helping behavior for the purpose of expanding their social network. Accordingly, future research should examine the interactive effect of prosocial motives and social network motives on helping behavior.

A final limitation of the current research design is that this study examined the relationship between an employee and one coworker only. Numerous interpersonal relationships among employees may exist, but our design considered the responses of only one specific coworker, which could have caused biases. This study did not adopt a research design commonly used in social network analysis; rather, this research adopted a survey method, which is generally used in organizational behavior research. However, at the expense of abandoning social network analysis that includes and considers more comprehensive interpersonal dynamics, this research can use more developed and reliable measures that are composed of multiple questions regarding each construct. Future research must integrate the strengths of both types of research methods.

Its limitations notwithstanding, this study paper represents a promising attempt to explain employees' specific behavioral efforts to gain desirable positions in their networks. Moreover, by examining the moderating role of employee and coworker attributes, this study suggests the existence of diverse interpersonal dynamics and warrants the use of a more nuanced approach for future research.

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