

The Effect of Interpersonal Citizenship Behavior on Interpersonal Commitment: The Moderating Role of the Recipient's Impression Management Motives

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대인관계 시민행동과 대인관계 몰입에 관한 연구 : 수혜자 인상관리 동기의 조절 효과

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Abstract While the importance of interpersonal cooperation has increased, few attempts have investigated the outcomes of interpersonal citizenship behavior. To fill the current gap, we examine the nuanced nature of interpersonal citizenship behavior and interpersonal commitment. Integrating interdependence theory with false consensus bias theory, we argue that the positive relationship between these two variables can be mediated by trust amongst coworkers; however, the relationship varies, depending on the personal characteristics of the help recipient, especially impression management motives. Using a sample of 183 employee-coworker dyads, this study presents the positive linkages among interpersonal citizenship behavior, trust in coworkers, and interpersonal commitment. We also determined the moderating role of the recipient's impression management motives to mitigate the positive impact of interpersonal citizenship behavior. We further discuss the implications of these findings for research and practice.

요약 조직 구조의 수평화/유연화가 진행되면서 조직 맥락에서 대인관계 시민행동의 중요성은 높아지고 있다. 그럼에도 불구하고, 대인관계 시민행동의 함의에 대한 연구는 부족한 실정이다. 본 연구에서는 이 한계를 극복하고자, 대인관계 시민행동이 대인관계 몰입에 미치는 영향력 및 그 관계를 변화시키는 수혜자 특성의 조절 효과를 고찰한다. 상호 의존 이론과 허위 합의 이론을 통합하여, 본 연구에서는 대인관계 시민행동과 대인관계 몰입 간의 관계가 동료 신뢰에 의해 매개되며, 이 관계는 시민행동 수혜자의 인상관리 동기에 의해 변화함을 규명코자 한다. 183쌍의 근로자와 그들의 동료에게 설문조사를 실시하였으며, 검증 결과 모든 가설이 지지되었다. 본 연구는 대인관계 시민행동의 긍정적 함의가 수혜자 특성에 따라 변화함을 밝힘으로써 보다 효율적, 효과적 대인관계 행동 양태를 심층적으로 고찰코자 한다.

Keywords : Interpersonal Citizenship Behavior, Interpersonal Commitment, Impression Management Motives, Interdependence Theory, False Consensus Bias

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1. Introduction

As organizational structures become less hierarchical and more team-based, the importance of cooperation and mutual exchange among coworkers is increasing[1,2]. As a result, scholars have begun conceptualizing specific forms of interpersonal cooperation as “interpersonal citizenship behavior” (ICB)[3]. Since Settoon and Mossholder[3] coined this term, researchers have paid increasing attention to coworkers’ interpersonal influences[4,5]. Contrary to other types of citizenship behavior, individually focused ICBs are unique in that they occur only in certain provider-recipient dyadic relationships, and relational features influence employees’ ICB[3].

While previous research captured interpersonal forms of citizenship behaviors such as altruism, helping, and OCB-I, it did not capture relational aspects of ICB, without specifying the recipient of citizenship behavior[6]. This can be problematic, however, since it is possible that some team members are less likely to get helping from others even if they need the most; such asymmetric helping exchanges among team members do not enhance group performance[7]. Accordingly, recent studies on citizenship behavior highlight the need to investigate the relational consequences of ICB[8,9]. However, most studies addressing the relational aspects of extra-role behavior have focused on antecedents of ICB, not considering outcomes of ICB[4]. Furthermore, subjective perceptions of helping behavior may diverge between provider and recipient, although most existing studies have examined such behavior from the provider’s perspectives[8]. Such discrepancies in evaluations of helpful acts may emerge and thus negatively affect interpersonal relations[2], resulting in unbalanced helping exchanges and corresponding inefficiencies in team performance[7]. Nevertheless, in-depth empirical investigations

on ICB from the recipient’s perspectives remain scant[8].

Thus, this study investigates the nature of ICB from the recipient’s perspectives. First, drawing on interdependence theory[10], we posit that receiving ICB increases interpersonal commitment between ICB provider and recipient. We also posit that the relationship between the receipt of ICB and interpersonal commitment would be mediated by ICB recipient’s interpersonal trust. Additionally, integrating the false consensus bias[11], this paper elucidates a boundary condition that changes the positive relational influences of ICB provision. Specifically, we focus on impression management motives (IMM), an individual’s sensitivity to others’ perceptions of him or her, and the extent of the individual’s motivation to display a positive image to others[12]. As IMM may create a false consensus effect, the ICB recipient’s IMM is likely to suppress the positive effects of ICB in its role as a functional motivating factor. Fig. 1 illustrates our model.

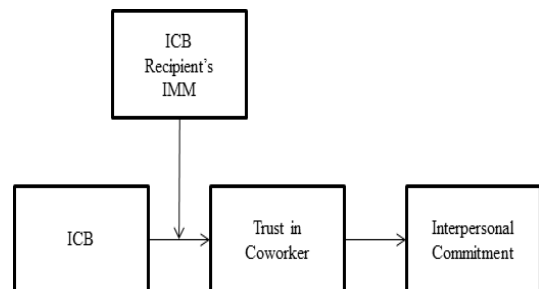


Fig. 1. Research model

This study intends to accomplish three major research objectives. First, we wished to examine the relationship between ICB and interpersonal commitment from the ICB recipient’s perspective, contributing to the citizenship behavior literature. Second, by testing the recipient’s cognitive reaction (i.e., trust in coworker) as a mediating mechanism, we intended to expand the concept of interdependence. Finally, by

integrating the notion of interdependence and false consensus bias, we address how the association between ICB and interpersonal commitment differs depending on the ICB recipient's attribution-related feature (i.e., IMM of the recipient). Given the substantial impact of self-enhancement motives in facilitating work outcomes[12,13], such self-oriented motivations could actually be detrimental in the interpersonal context.

2. Literature Review and Hypotheses

2.1 The Effect of Interpersonal Citizenship Behavior on Interpersonal Commitment

ICB refers to discretionary helping behaviors directed toward others in the organization[3,4]. Unlike other types of citizenship behavior, ICB is an individually focused behavior with a target recipient[4]. Due to these differences, most previous studies have investigated its relational antecedents using a dyadic approach[6,14]. Settoon and Mossholder[3] found that relationship quality and context predict person- and task-focused ICB, respectively. By adopting a social network perspective, Bowler and Brass[4] found that both dyadic and third-party influences are related to the performance and receipt of ICB. In a similar vein, Venkataramani and Dalal[15] found that relational quantity, relational quality, and structural features of interpersonal networks are related to ICB.

However, recent studies have shifted attention from the relational antecedents of ICB to the outcomes of ICB. Specifically, scholars have articulated the relational implications of ICB from the perspective of social exchange[16]. According to the notion of social exchange, individuals help others without specifying economic conditions so these take the form of reciprocal exchange rather than that of negotiated exchange[16]. As a result of helping,

the recipient would perceive the sense of benefits and experience positive affect toward the help provider. In line with this, Flynn[2] has argued that ICB increases social status, power over the ICB recipient, and interpersonal commitment, whereas it decreases interpersonal conflict. Wagner[15] found that interpersonal trust and liking among coworkers partially mediate the relationship between helping behaviors and relational well-being. Furthermore, Kabat-Farr and Cortina[8] showed that receiving ICB likely increases the recipient's sense of empowerment and thriving. To summarize, recent findings on the consequences of ICB indicate that ICB affects the recipient's emotions and cognitions with respect to both oneself and the ICB provider.

Based on these, we examine the impact of receiving ICB on interpersonal commitment, as commitment to coworker could be critical consequences in showing interpersonal helping[10]. On top of that, while previous research was based on the notion of social exchange[16], we draw on the interdependence theory not only explain the association between ICB and interpersonal commitment, but also posit the mediating role of interpersonal trust on the association[10].

In general, interpersonal commitment refers to the intentions "to maintain a relationship and to feel psychologically attached to it"[18, p.102]. As noted by many scholars, commitment is essential to understanding attitudes and behaviors of employees. First, organizational support theory suggests that organizational support plays an important role in shaping affective commitment to the organization, which results in organizational citizenship behavior[19]. Subsequent research has explored other entities (e.g., team) in which employees may perceive attachment or support[20]. Accordingly, we extend the logic of previous research in explaining dyadic interactions.

According to the notion of interdependence, an interpersonal context provides a situation that

facilitates collaborative interactions in dyads[10]. When an individual provides benefits toward the other person, the other person would form positive cognitive evaluation and affect toward the focal actor, resulting in an increased dependence the person. As a result, the other one who received benefits from the individual would form the sense of trust; accordingly, the other one would want to sustain the relationship with the individual in the long run, forming a higher-level of interpersonal commitment.

In applying the logic of interdependence theory[10], we expect that a high level of support from the other benefits the recipient, thus intensifying interpersonal commitment. Individuals receiving ICB are likely to perceive support from those performing ICB, and this recognition creates cognitive and emotional inclinations to reciprocate through greater commitment to sustaining this specific coworker relationship. Specifically, the receipt of ICB facilitates interpersonal commitment through the formation of interpersonal trust. Since ICB signals the provider's ability, the recipient perceives the provider as a competent person who possesses greater resources[7]. Given that, such perceptions toward the coworker would engender trust in the focal coworker[21]. Additionally, as the coworker's support would be beneficial to the recipient's accomplishment of tasks, it increases the recipient's reliance on the coworker. Accordingly, the formation of interpersonal trust and dependence in the dyadic relationship would lead to high-level interpersonal commitment[10,21]. Thus, we propose the following hypotheses:

Hypothesis 1. As an employee receives ICB from a coworker, the employee is likely to have higher interpersonal commitment to the coworker.

Hypothesis 2. Interpersonal trust mediates the relationship between ICB receipt and interpersonal commitment.

2.2 The Moderating Role of the ICB Recipient's IMM in the Relationship between ICB and Interpersonal Commitment

Although interdependence perspective stipulates that ICB would induce interpersonal commitment toward the individual who engages in ICB, the predicted relationship can vary due to individual differences[22]. Indeed, previous research suggests that recipients' characteristics may change the relationship[15]. Accordingly, the ICB recipient's individual characteristics may affect interpretations and responses to the coworker's behavior. Drawing on impression management theory[23] as well as false consensus theory[11], we investigate the moderating role of IMM in association between ICB and interpersonal commitment.

Impression management (IM) describes efforts by an actor to proactively manage others' image of them[23]. In organizational context, employees with high IMM engage in citizenship behaviors benefiting oneself rather than those benefiting others[12]. Those employees strongly desire to be perceived favorably by others and to create an optimal image of themselves[12]. In response to such altruistic actions, on the other hand, recipients may consider targeted citizenship as an unexpected event and thus are likely to evaluate the actor's intentions and implications of their actions. For instance, the actor's IMM alters the effect of prosocial, proactive behavior when predicting favorable work outcomes[24].

However, this study is not concerned with the provider's IMM as a motivator for behavior, instead focusing on the recipient's IMM as a criterion for judging others' behavior. Specifically, building on false consensus theory[11], we expect that the ICB recipient's IMM would suppress the effect of ICB on interpersonal commitment by creating false consensus bias. False consensus bias, defined as individuals' tendency to overestimate the commonness of their own habits, values, and behaviors[11], is likely to

emerge when there is a lack of critical cues; so, individuals attribute real intentions and motivations behind others' behaviors[25].

Applying the logic of false consensus to the relationship between ICB and interpersonal commitment, we suggest that ICB recipient's IMM drives the attribution processes such that it changes the impact of ICBs on interpersonal commitment. ICB recipients with strong IMM are likely to interpret others' favors as means of impression management. Because recipients with strong IMM are motivated to exhibit ICB to make better impressions, they would assume that others have similar motivations. As a result, those who consider a coworker's ICB as an instrumental activity may be less likely to feel committed to that coworker. On the other hand, ICB recipients with weak IMM are likely to interpret the coworker's ICB as favorable and sincere rather than as a calculated action to project a good image. The recipient may be more influenced by the extent of the ICB itself: As one receives more ICB, they will feel more interpersonal commitment to the ICB provider. Thus, unlike previous studies that found the actor's IMM to be a moderator of helping behavior's effect on work outcomes[13,17], we propose the recipient's IMM as a moderator of ICB's effect on interpersonal commitment. While this study is similar in that individuals may engage in meaning-making processes in the context of others' affiliative behavior, we suggest instead that the ICB recipient would (inappropriately) use one's own IMM (not the actor's IMM) as a cue for attribution, assuming that others will have similar intentions and motivations.

Additionally, we expect that trust in coworker will mediate the moderating effect of ICB recipient's IMM on the relationship between ICB and commitment. As strong IMM is likely to induce false consensus bias, ICB is less likely to engender feelings of trust or liking. Accordingly,

the recipient will be less likely to be committed to the coworker providing ICB. Based on this reasoning, we propose the following hypothesis:

Hypothesis 3. ICB recipient's IMM moderates the relationship between receipt of ICB and interpersonal commitment through trust in coworker, such that the relationship will be stronger when ICB recipient has low IMM than high IMM.

3. Method

3.1 Participants and procedures

To test the hypotheses, we collected data from companies in South Korea representing diverse industries, such as electronics, telecommunications, manufacturing, construction, and entertainment. The survey design was intended to reduce common method bias by separating the responses for the outcome and predictor variables. The responses comprised two sets: one for the employees who received the survey and the other for those employees' coworker. We sent both sets to the first group of employees, and we requested that they distribute the coworker survey to another coworker. Once the coworkers had completed the surveys, we instructed them to place the surveys in the provided envelopes, seal them, and return them to the researcher. The first group of employees returned their surveys separately in a similar manner.

We initially distributed the questionnaires to 200 employees, with a total of 185 (response rate: 92.5%) returning them. The focal employees' coworkers (i.e., those in a position to observe the focal employees' work duties) completed a separate questionnaire assessing the focal employees' commitment. Of the 200 responses, 183 included coworker ratings (response rate: 91.5%). The final sample consisted of 183 pairs

of matched responses. In the final sample, 25.1% of participants were female and 74.9% were male, with an average age of 34.4 years ($SD = 6.63$). Participants' education levels varied from high school diplomas to doctoral degrees: 12.5% of the respondents had completed only their high school degree, 69% had obtained their bachelor's, and 18.5% had obtained their master's or doctorate.

3.2 Measures

We translated all measures used in this study from English into Korean following the translation and back-translation procedure. All items were measured on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree), except for the demographic data.

Interpersonal citizenship behavior. To measure ICB, participants completed a 16-item scale developed by Settoon and Mossholder[3]. Sample items include "I show concern and courtesy toward coworkers even under the most trying business situations," "I make an extra effort to understand the problems faced by coworkers," and "I go out of my way to help coworkers with work-related problems" ($\alpha = .94$).

ICB recipient's IMM. We measured the ICB recipient's IMM using an eight-item scale developed by Yun et al.[12]. A sample item is "I intend to change my behaviors to create a good impression to others" ($\alpha = .84$).

Trust in coworker. To measure trust in coworker, we adopted the five-item scale of Mayer and Davis[24], shifting the reference from top management to coworker. Sample items include "This coworker is well qualified" and "I feel very confident about this coworker's skills" ($\alpha = .92$).

Interpersonal commitment. We used four items based on previous research to measure interpersonal commitment[26]. We adapted the items so that they referred to dyadic relationships

instead of an entire work team. A sample item is "I am very committed to maintain my relationship with the employee" ($\alpha = .94$).

Control variables. To reduce the likelihood of confounding effects that may change the association between ICB and interpersonal commitment, we controlled three demographic variables such as age, gender, and education. First, we measured age and gender, as these are systemically associated to work attitudes and behaviors[27-29]. In addition, we controlled education of employees, to take account of the role of competence that is required for engaging in task-focused ICB[4]. We coded age as a continuous variable (years) while gender was dummy-coded (0 = male, 1 = female), as was education level (1 = high school, 2 = junior college, 3 = bachelor's, and 4 = master's or higher degree).

4. Results

Table 1 displays the descriptive statistics for and intercorrelations among the study variables. All scales demonstrated good internal consistency. To test our hypotheses, we conducted hierarchical regression analyses by entering the control and study variables into different steps of the equation. Subsequently, for testing the moderated mediation hypothesis, Hayes'[30] PROCESS macro was adopted to estimate bias-corrected bootstrap 95% confidence intervals.

Hypothesis 1 posited that ICB would be positively related to interpersonal commitment. As shown in Table 2, the results of Model 5 indicate that ICB had a significant, positive effect on interpersonal commitment ($\beta = .35, p < .01$). Therefore, Hypothesis 1 was supported.

Table 1. Means, standard deviation, and correlations

	Mean	S.D.	1	2	3	4
1. ICB	5.31	.76	(.94)			
2. ICB Recipient's IMM	4.97	.83	.20**	(.84)		
3. Trust in Coworker	5.63	.90	.25**	.38**	(.92)	
4. Interpersonal Commitment	5.72	.92	.33**	.49**	.48**	(.94)

N=183. **p<.01 (two-tailed). ICB = Interpersonal citizenship behavior; IMM = Impression management motives.

Table 2. Hierarchical regression results

	Trust in Coworker			Interpersonal Commitment			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Step 1: Control variables							
Age	.03	.05	.04	-.21*	-.19†	-.21*	-.23**
Gender	-.05	-.06	-.05	-.10	-.11	-.10	-.07
Education	-.01	-.05	.01	.08	.02	.09	.09†
Step 2: Main effect							
ICB		.27**	.18**		.35**	.23**	.11**
Step 3: Moderator							
ICB Recipient's IMM			.35**			.44**	.20**
ICB * ICB Recipient's IMM			-.17*			-.24**	-.12**
Step 4: Mediator							
Trust in Coworker							.68**
R ²	.01	.05	.19	.03	.14	.38	.74
R ² change		.04**	.14**		.11**	.24**	.36**

Note. N = 183. ICB = interpersonal citizenship behavior; IMM = impression management motives. R² change is incremental variance explained between each step. **p < .01, *p < .05, †p < .10.

Table 3. Moderated mediation results

Level of Moderator	Coefficient	SE	95% CI LL	95% CI UL
Low	.34	.10	.14	.54
High	.01	.09	-.17	.17

Note. N = 183 employee-coworker dyads. 10,000 bootstrapping samples. Low = one standard deviation below the mean; High = one standard deviation above the mean.

Hypothesis 2 proposed that trust in coworkers would mediate the relationship between ICB and interpersonal commitment. The Model 2 results suggest a positive effect of ICB on trust in coworkers ($\beta = .27, p < .01$), satisfying the first condition of mediation. Next, the Model 5 results demonstrated the positive effect of ICB on interpersonal commitment ($\beta = .35, p < .01$), satisfying the second mediation criterion. Finally, satisfying the third criterion, the Model 7 results showed the positive effect of trust in coworker on interpersonal commitment ($\beta = .68, p < .01$),

reducing the magnitude of the effect of ICB on outcome ($\beta = .11, p < .01$). Thus, Hypothesis 2 was supported.

Finally, Hypothesis 3 proposed the moderated mediation effect of ICB and recipient's IMM on interpersonal commitment through trust in coworker. As indicated in Table 3, the results showed that trust in coworker mediated the relationship between ICB and interpersonal commitment when ICB recipient's IMM was low ($b = .40, s.e. = .10, 95\% CI [.14, .54]$), whereas it did not mediate the relationship when ICB

recipient's IMM was high ($b = .01$, $s.e. = .09$, 95% CI $[-.17, .17]$), providing support for Hypothesis 3. In Model 3 and Model 7 (Table 2), we also found a significant interaction effect of ICB and ICB recipient's IMM on trust in coworker ($\beta = -.17$, $p < .05$) and on interpersonal commitment ($\beta = -.12$, $p < .05$), providing additional support for the hypothesis. Following the procedure suggested by Aiken and West[31], we graphically examined the interaction patterns, as shown in Fig. 2 and 3.

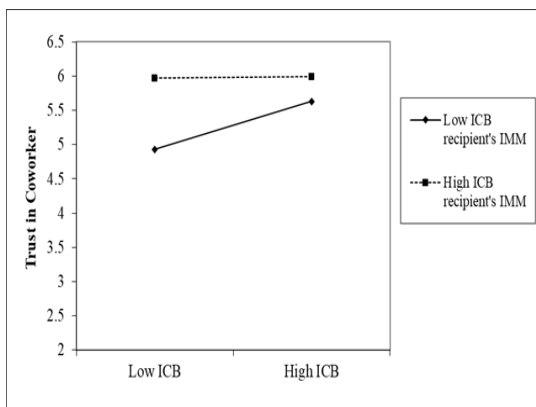


Fig. 2. Interactive effects of ICB and ICB recipient's IMM on trust in coworker

Note. ICB = Interpersonal citizenship behavior ; IMM = Impression management motives.

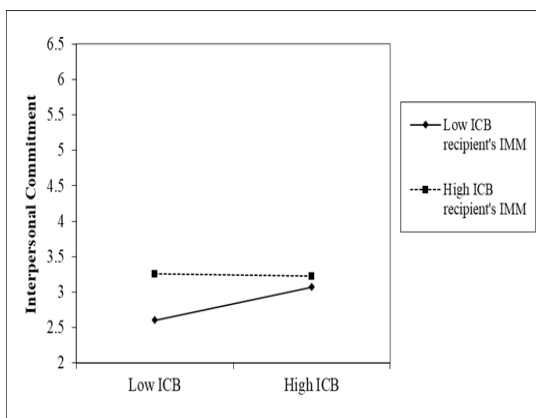


Fig. 3. Interactive effects of ICB and ICB recipient's IMM on interpersonal commitment

Note. ICB = Interpersonal citizenship behavior ; IMM = Impression management motives.

5. Conclusion

Based on the interdependence theory and false consensus bias theory, we developed and tested a model of ICB's effect on employee attitudes from the ICB recipient's perspective. In this study, we examined the influence of receiving ICB from coworkers on interpersonal commitment. Further, to develop our understanding of the factors that shape this relationship, we investigated whether increased trust resulting from ICB has positive effects on interpersonal commitment and this relationship is subject to recipient characteristics. Specifically, we examined the ICB recipient's IMM as a potential moderator of the ICB process. In general, the results supported our hypotheses. Unexpectedly, however, we found the negative effect of age in predicting interpersonal commitment. On the result, we could speculate that older employees would be difficult to establish interpersonal commitment with other coworkers, due to coworkers' stereotyping toward the aged worker[32]. However, in considering that there was no significant association between age and trust in coworker, such effects are limited to affective evaluations rather than giving influences to competence, task-relevant evaluations.

Our findings contribute to the citizenship behavior literature, especially ICB research. This study advances scholarly understanding of why receiving ICB influences interpersonal commitment by integrating interdependence and false consensus bias theories. Although previous studies on ICB have focused on antecedents of receiving ICB[3,4], more recent studies have examined its consequences[8,17]. Our results showed the direct relationship between ICB receipt and interpersonal commitment, as well as the mediating role of trust in coworker. This finding is consistent with those of recent studies that have provided the individual-level consequences of ICB. This study expands insights into the outcomes of ICB by including interpersonal

commitment and trust, which are considered critical to “relational” aspects in organizational contexts.

In addition, we have demonstrated reactions to coworker's helping behavior may not be the same for everyone. Considering the moderating effect of IMM, we can understand how individuals perceive and react differently to their coworker's helping behavior. While previous research has indicated that IMM leads to helping behavior[12,23], this study extends our understanding by showing the moderating effect of IMM on the receipt of ICB and individual outcomes from the recipient's perspective. Our results showed IMM's importance as an individual difference in recipient's perceptions of ICB. Therefore, IMM may induce ambivalence, as it not only motivates individuals to commit to interpersonal relationships[12,24], but also leads to false consensus bias, reducing the positive effects of ICB on commitment[11].

Most importantly, our results challenge the assumption that citizenship behavior necessarily leads to positive relational outcomes because it benefits others; indeed, we found that ICB does not increase trust/commitment under certain conditions. Based on the result, we can imagine a more nuanced situations in the organizational context. For instance, some coworkers with high IMM would play the role of “takers” at the workplace so they indirectly harm “givers” by not reciprocating; it is not only harmful for the ICB provider, but also for the entire teams by inducing toxic culture[33]. In this vein, through the current investigation, we suggest the need for further studies to examine a variety of factors that facilitate more balanced helping exchanges among team members. For example, future research should investigate the role of other recipient characteristics in exchange processes among employees. Specifically, recipients' competence (e.g., cognitive abilities, emotional intelligence) may mitigate ICB's enhancement of

interpersonal commitment, as individuals with high competence may not need others' help in solving problems or coping with emotionally-laden issues; rather, they might consider such help not effective, not depended on the help provider.

Furthermore, our study presents a novel view of impression management motives. Researchers have studied the actor's IMM and presented its positive[12,24] and negative[23] implications. The current research, however, found that the recipient's IMM plays an important role in interpreting others' behavior. Based on the current finding, future studies should investigate how an individual's IMM affects interpersonal processes.

Our findings provide practical implications. Given reduced hierarchical structures, interpersonal cooperation in organizations is becoming increasingly essential, and this requires additional effort to manage employees' relationships[2]. Thus, managers should monitor interpersonal exchanges among employees to minimize the potentially negative effects of diminished citizenship behavior. For instance, although employees with strong IMM is more inclined to form positive relationships with others, they are less affected by others' favor-giving behaviors due to false consensus bias. As it has both positive and negative implications, managers should be cautious in assigning roles for employees with strong IMM. For example, it would be beneficial for such individuals to be assigned a role requiring initiative, as they can exploit these individuals' motivation to be perceived favorably by displaying proactive behaviors. In doing so, managers can nudge employees with high IMM toward being “givers” rather than “takers” [33]. Above all, our findings provide guidance to employees on how to behave in the context of interpersonal relationships.

Despite these contributions, this study has some limitations. First, given our cross-sectional

study design, we cannot infer causality. Future research can build a model that determines whether perceptions of ICB increase interpersonal commitment, which leads to actual reciprocity from the recipient, by conducting a longitudinal or experimental study. Second, due to our dyadic approach, we can identify a subtle relational nature only from restricted combinations of dyads, not from an entire group. To overcome the issue, it might be beneficial for future research to adopt a network analysis approach. Third, the current measurement on trust in coworker focused on cognitive, competence-relevant aspect rather than affective aspect of trust. In principle, we adopted the current scale over others that include both cognition- and affect-based trust[34], because we intended to capture cognitive aspect from measuring trust in coworker and to capture affective aspect from measuring commitment. Though, future research could be fruitful to examine how ICB similarly or differently affects to affective/cognitive aspects of trust. Finally, we collected data on moderators and the dependent variable from the same person, which may have caused common method bias[35]. However, the current method of data collection aligns with our theoretical reasoning that the relational implications of ICB can vary depending on how the recipient interprets the situation. Further, our main research question concerns the interaction effects; because interaction effects are less influenced by common method bias[36], we conclude that the influence of common method bias on this study's results was likely not substantial. Nonetheless, future research should conduct data collection across multiple time points to avoid potential problems.

Despite these limitations, this study increases our understanding of interpersonal citizenship behavior's impact and its boundary conditions. Our findings suggest that one's citizenship behaviors may not always have positive consequences, as previous researchers have conjectured. Employees

may use their IMM as a way to make attributions to other employees' behaviors; thus, this is an especially critical factor for understanding not only the actor's hidden motives but also the differences in responses to the action. This study suggests that although managers and organizations may successfully encourage citizenship behavior, its effect may not be beneficial unless the recipient recognizes the coworker's ICB as sincere help.

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