

Appendix
References of Studies Considered but Excluded

No negative affect variable for individuals (29)

- Akoto, E. O. (2014). Contexts of the commitment–citizenship link: a test of economic volatility in a dual organization setting. *Journal of Vocational Behavior*, 84(3), 332-344.
- Aryee, S., Chay, Y. W., & Chew, J. (1996). The motivation to mentor among managerial employees: An interactionist approach. *Group & Organization Management*, 21(3), 261-277.
- Bettencourt, L. A., Gwinner, K. P., & Meuter, M. L. (2001). A comparison of attitude, personality, and knowledge predictors of service-oriented organizational citizenship behaviors. *Journal of Applied Psychology*, 86(1), 29-41.
- Bies, R. J., Martin, C. L., & Brockner, J. (1993). Just laid off, but still a “good citizen?” Only if the process is fair. *Employee Responsibilities and Rights Journal*, 6(3), 227-238.
- Bommer, W. H., Miles, E. W., & Grover, S. L. (2003). Does one good turn deserve another? Coworker influences on employee citizenship. *Journal of Organizational Behavior*, 24(2), 181-196.
- Bourdage, J. S., Lee, K., Lee, J. H., & Shin, K. H. (2012). Motives for organizational citizenship behavior: Personality correlates and coworker ratings of OCB. *Human Performance*, 25(3), 179-200.
- Chan, A. W., Snape, E., & Redman, T. (2011). Multiple foci and bases of commitment in a Chinese workforce. *The International Journal of Human Resource Management*, 22(16), 3290-3304.
- Chi, N. W., Chung, Y. Y., & Tsai, W. C. (2011). How do happy leaders enhance team success?

- The mediating roles of transformational leadership, group affective tone, and team processes. *Journal of Applied Social Psychology*, 41(6), 1421-1454.
- Christoforou, P. S., & Ashforth, B. E. (2015). Revisiting the debate on the relationship between display rules and performance: Considering the explicitness of display rules. *Journal of Applied Psychology*, 100(1), 249-261.
- De Cremer, D., Van Dijke, M., & Mayer, D. M. (2010). Cooperating when “you” and “I” are treated fairly: The moderating role of leader prototypicality. *Journal of Applied Psychology*, 95(6), 1121-1133.
- Dimotakis, N., Davison, R. B., & Hollenbeck, J. R. (2012). Team structure and regulatory focus: The impact of regulatory fit on team dynamic. *Journal of Applied Psychology*, 97(2), 421-434.
- George, J. M. (1991). State or trait: Effects of positive mood on prosocial behaviors at work. *Journal of Applied Psychology*, 76(2), 299-307.
- Gilmore, P. L., Hu, X., Wei, F., Tetrick, L. E., & Zaccaro, S. J. (2013). Positive affectivity neutralizes transformational leadership's influence on creative performance and organizational citizenship behaviors. *Journal of Organizational Behavior*, 34(8), 1061-1075.
- Harris, R. B., Harris, K. J., & Harvey, P. (2008). An examination of the impact of supervisor on the relationship between job strains and turnover intention for computer workers. *Journal of Applied Social Psychology*, 38(8), 2108-2131.
- Ilies, R., Scott, B. A., & Judge, T. A. (2006). The interactive effects of personal traits and experienced states on intraindividual patterns of citizenship behavior. *Academy of Management Journal*, 49(3), 561-575.

- Johnson, M. D., Morgeson, F. P., & Hekman, D. R. (2012). Cognitive and affective identification: Exploring the links between different forms of social identification and personality with work attitudes and behavior. *Journal of Organizational Behavior*, 33(8), 1142-1167.
- Kabasakal, H., Dastmalchian, A., & Imer, P. (2011). Organizational citizenship behaviour: A study of young executives in Canada, Iran, and Turkey. *The International Journal of Human Resource Management*, 22(13), 2703-2729.
- Krumm, S., Grube, A., & Hertel, G. (2013). The Munster work value measure. *Journal of Managerial Psychology*, 28(5), 532-560.
- Little, L. M., Nelson, D. L., Wallace, J. C., & Johnson, P. D. (2011). Integrating attachment style, vigor at work, and extra-role performance. *Journal of Organizational Behavior*, 32(3), 464-484.
- Lord, R. G., Diefendorff, J. M., Schmidt, A. M., & Hall, R. J. (2010). Self-regulation at work. *Annual Review of Psychology*, 61, 543-568.
- Mason, C. M., & Griffin, M. A. (2005). Group task satisfaction: The group's shared attitude to its task and work environment. *Group & Organization Management*, 30(6), 625-652.
- O'Connell, M. S., Hartman, N. S., McDaniel, M. A., Grubb, W. L., & Lawrence, A. (2007). Incremental validity of situational judgment tests for task and contextual job performance. *International Journal of Selection and Assessment*, 15(1), 19-29.
- Redman, T., Hamilton, P., Malloch, H., & Kleymann, B. (2011). Working here makes me sick! The consequences of sick building syndrome. *Human Resource Management Journal*, 21(1), 14-27.
- Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: a

- motivational analysis. *Journal of Applied Psychology*, 86(6), 1306-1314.
- Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81(3), 219-227.
- Spence, J. R., Brown, D. J., Keeping, L. M., & Lian, H. (2014). Helpful today, but not tomorrow? feeling grateful as a predictor of daily organizational citizenship behaviors. *Personnel Psychology*, 67(3), 705-738.
- Tsai, W. C., Chen, H. W., & Cheng, J. W. (2009). Employee positive moods as a mediator linking transformational leadership and employee work outcomes. *The International Journal of Human Resource Management*, 20(1), 206-219.
- Tourigny, L., Han, J., & Baba, V. V. (2014). *Gender and trust: Their effect on shared responsibility, knowledge sharing and OCB*. Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Tsai, W. C., Chen, C. C., & Liu, H. L. (2007). Test of a model linking employee positive moods and task performance. *Journal of Applied Psychology*, 92(6), 1570-1583.
- Wang, H., Law, K. S., & Chen, Z. X. (2008). Leader-member exchange, employee performance, and work outcomes: An empirical study in the Chinese context. *The International Journal of Human Resource Management*, 19(10), 1809-1824.
- No OCB variable (4)**
- Groth, M., Hennig-Thurau, T., & Walsh, G. (2009). Customer reactions to emotional labor: The roles of employee acting strategies and customer detection accuracy. *Academy of Management Journal*, 52(5), 958-974.
- Scott, B. A., Garza, A. S., Conlon, D. E., & Kim, Y. J. (2014). Why do managers act fairly in the

first place? A daily investigation of “hot” and “cold” motives and discretion. *Academy of Management Journal*, 57(6), 1571-1591.

Tepper, B. J., Duffy, M. K., Hoobler, J., & Ensley, M. D. (2004). Moderators of the relationships between coworkers' organizational citizenship behavior and fellow employees' attitudes. *Journal of Applied Psychology*, 89(3), 455-465.

Thomason, S. J., Weeks, M., Bernardin, H. J., & Kane, J. (2011). The differential focus of supervisors and peers in evaluations of managerial potential. *International Journal of Selection and Assessment*, 19(1), 82-97.

Non-employee sample (4)

Bachrach, D. G., & Jex, S. M. (2000). Organizational citizenship and mood: An experimental test of perceived job breadth. *Journal of Applied Social Psychology*, 30(3), 641-663.

Johnson, S. K., Podratz, K. E., Dipboye, R. L., & Gibbons, E. (2010). Physical attractiveness biases in ratings of employment suitability: Tracking down the “beauty is beastly” effect. *The Journal of Social Psychology*, 150(3), 301-318.

Tong, Y. K., & Arvey, R. D. (2012). Investigating the cross-cultural applicability of the personnel reaction blank using american and singaporean respondent groups. *International Journal of Selection and Assessment*, 20(3), 376-382.

Venkataramani, V., & Dalal, R. S. (2007). Who helps and harms whom? Relational antecedents of interpersonal helping and harming in organizations. *Journal of Applied Psychology*, 92(4), 952-966.

OCB predicts affect (1)

Baranik, L. E., & Eby, L. (2016). Organizational citizenship behaviors and employee depressed

mood, burnout, and satisfaction with health and life: The mediating role of positive affect. *Personnel Review*, 45(4), 626-642.

Affect directed at supervisor (1)

Nifadkar, S., Tsui, A. S., & Ashforth, B. E. (2012). The way you make me feel and behave: Supervisor-triggered newcomer affect and approach-avoidance behavior. *Academy of Management Journal*, 55(5), 1146-1168.

Affect directed at the organization (1)

Kickul, J., & Lester, S. W. (2001). Broken promises: Equity sensitivity as a moderator between psychological contract breach and employee attitudes and behavior. *Journal of Business and Psychology*, 16(2), 191-217.

OCB directed at supervisor (1)

Burton, J. P., Taylor, S. G., & Barber, L. K. (2014). Understanding internal, external, and relational attributions for abusive supervision. *Journal of Organizational Behavior*, 35(6), 871-891.

Sample overlap (1) with Barclay and Kiefer (2014)

Kiefer, T., & Barclay, L. J. (2012). Understanding the mediating role of toxic emotional experiences in the relationship between negative emotions and adverse outcomes. *Journal of Occupational and Organizational Psychology*, 85(4), 600-625.