

## Organisational Trojan-horse Behaviour:

### A Cooperative Extra-role Misbehaviour in Altruistic Disguise

Things do not always play out as it seemed, sometimes being good to another isn't actually good for the organisation. Over the past decades of development in extra-role behaviour literatures (Bateman & Organ, 1983; Robinson & Bennett, 1995; Scotter & Motowidlo, 1996; Borman & Motowidlo, 1997), organisational citizenship behaviour and counterproductive behaviour (OCB and CWB) have broadly been viewed as organisation members' main behavioural outcome (Rotundo & Sackett, 2002), and the common theme is aiming at the direction to identify and classify the behaviours and their effects contributing to the ultimate organisation performance in order to enhance the favourable ones and reduce the harmful ones (Luthans & Youssef, 2007; Cameron, Dutton, & Quinn, 2003; Dalal, 2005; Bowling & Gruys, 2010; Marcus, Taylor, Hastings, Sturm & Weigelt, 2016). However, with few exceptions noticing the insufficiency of the definitions (e.g. Robinson & Binnett, 1995; Dalal, 2005) and current knowledge (e.g. Castille, Buckner, & Thoroughgood, 2018), most studies' concern remained on the "causes" of certain behaviours, and have left out what effects may lie under their *prima facie*.

Like a Trojan-horse, in reality, many altruistic behaviours can take various pleasant forms in our presence but to sabotage an organisation's interests in effects. For example, the covering up between colleagues on organisational rule violation reveals the tip of the iceberg of such behaviour, that the harmonic interaction could at the same time hurt the organisation without being aware. Given the more entangled than merely demand versus obey between the organisational and social strength within an organisation (Cropanzano, Byrne, Bobocel & Rupp, 2001), and provided more and more recent findings about incompatibility in the knowledge of OCB (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino & Grant, 2016), we believe a new

perspective is necessary to be applied to comprehend what may be hidden under our favourability judgement, and also be the theoretical basis for future organisation behaviour literature to come. We hope to hand a fresh viewpoint about how extra-role behaviours are perceived and understood in contemporary researches and go beyond current inquiry to explore new possibilities. More precisely, it is a virtue for an organisation to embrace altruistic behaviours in workplaces (Brief & Motowidlo, 1986), yet what motivates such behaviours can actually be detrimental.

Based on the objective fact that helping colleague's disallowed behaviour can cause opposite effects between one's respective relationship with the organisation and with the colleague, there should be more to elaborate between the interactive relationships of the two. Present study consider the mechanism of guilt should dominate the experience and direction of the overall effect an individual can produce. Guilt is said to be experienced through the dynamic between (1) evaluation of the past incident, and (2) the anticipated tendency to be punished (Caprara, Barbaranelli, Pastorelli, Cermak & Rosza, 2001). Therefore, whilst the undeniable guilt arising from transgressing the relationship with organisation that would lead to more reparative compensation efforts contributing to personal job (Flynn & Schaumberg, 2012; Ilies, Peng, Savani, & Dimotakis, 2013), we argue the relationship-facilitation with the colleague can lower the anticipation of punishment, and in term, receive lower guilt basking in the glory of personal gain.

Moreover, in guilt's nature of adaptation over unfamiliar relationship conventions (Baumeister, Stillwell & Heatherton, 1994), the same should also happen to the OTB actor as individuals would experience an adaptation trend toward lesser guilt anticipated and encountered until a new adaption level because of the gradually rationalised and automatised behaviour. And lastly, we explored the mechanism of individuals' need for belonging in the OTB relationship, which, by switching away attentions form transgression to relationship gain,

it is expected that people with higher need to belong would experience less of such guilt induced from performing OTB act.

Present paper considers three theoretical contributions. First, it provides an alternative conceptual model to bridge the insufficiency of our current knowledge and practical phenomenon. The combination of taxonomies between favourable-unfavourable, OCB-CWB dimensionalities, and organisation-individual orientation wrapped up the possibility of the fundamental factors of social communication, and the complicated motivations a particular behaviour can bear. Secondly, rather than tackling of such mixed-affecting outcome of OCB as so-called “phenomenon” (e.g. Bolino et al, 2013; Desai, 2010; Bolino & Grant, 2016; Yam, Klotz, He & Reynolds, 2017), we define and develop the ever-neglected idea into validated behaviour of organisational Trojan-horse behaviour (OTB). Which further relieves OCB and CWB’s theoretical burden as it bears simultaneous mixed effects, rather than being a consequence of either behaviour. Lastly, and more importantly, we went deeper into the examination of OTB’s operational mechanism by inspecting the conflicting interests of different relationship targets (organisation vs. individual colleague). Following by the inspection of mediation role of guilt from relationship transgression, and the moderating effect of individual’s need for belonging, the results of the study not only untangle OTB’s fundamental effects toward personal job engagement, furthermore, they reveal the way how individual’s coping with such internal conflict can have an impact on the overall outcome.

### **Theoretical Background and Hypotheses**

#### **An Alternative Conceptual Model**

Despite the attention toward current incompatibilities between theoretical knowledge and reality of people’s extra-role behaviour within an organisation (Sackett, Berry, Wiemann & Laczko, 2006; Robinson & Binnett, 1995; Dalal, 2005; Castille et al., 2018), there is yet study further dealt with the issue from the positive sides of behavioural presence. Therefore, in Figure

1 we proposed a conceptual model that bridges present theories and be inclusive of what may be unknown to come. In the basis of (1) the current favourable and unfavourable behavioural aspects (e.g. Rotundo & Sackett, 2002); (2) that OCBs and CWBs are not on one continuum but rather independent from each other (e.g. Sackett et al, 2006), and (3) that behaviour differentiated between its targets (e.g. Williams & Anderson, 1991; Spector, Fox, Penney, Bruursema, Goh & Kessler, 2006), along each dimension should be a spectrum which lies the level of favourability (or seriousness) toward each target.

-----

**Figure 1**

-----

According to the model, not only we can see the OCB, CWB, and the organisation-member-related unethical pro-organisational behaviour (UPB; which indicating the ethic-violating behaviour benefitting the organisation while harming the interests of related parties; Castille et al.,2018) posited, but it further renders an untouched field of behaviour (quadrant IV) in completing the description of people's extra-role behaviour in the model. Representing organisation member's direct altruistic behaviours that at the same time pose threat to organisation's legitimate interest, we can here comprehend it as organisational Trojan-horse behaviour (OTB).

### **Organisational Trojan-horse Behaviour**

As mentioned earlier, Trojan-horse behaviours can be ubiquitous in the workplace, but they also present to be rather inconspicuous. It can easily hide under our favourability judgement for it possesses a portion of both OCB and CWB's characteristics. Similar behaviours can be helping colleagues deceiving supervisor during work or keeping secrets for colleagues' intentional misconduct. In reality, managers and scholars often turn their focuses

on the presentation and misjudge those OTBs as OCBs, given their altruistic behaviour presences. Hence, to solve this puzzle, the main question about the way performing Trojan-horse behaviour affects individuals' behaviour in an organisation then should be asked on "how do OTB actors process such imbalance between the guilt and gains from the decision of action facing two conflicted-interest parties, and potentially shifting own behaviours in response?"

We consider there to be more social intension as the answer to this should lay under the fundamental composition of the OTB relationship, which consists of the relationship between (1) OTB actor-organisation, and (2) OTB targeted colleague.

Born to be gregarious, human show the rooted desire to form meaningful attachments with one another (Baumeister & Leary, 1995; Hornsey & Jetten, 2004; Cropanzano et al., 2001). But the need to preserve and function both relationships leads to the conflicting interest between respective targets. Therefore, we regard the derivation and the strategy responding to it would be the crucial determinant regarding OTB actor's behavioural outcome. Whilst the coping of such conflicts could be expected to cannibalise one's total effort in work on the other end, we suggest it is OTB actor's guilt derived from transgressing the relationship with the organisation in order to fulfil needs in the relationship with colleagues that drives the OTB actor's behaviour to maintain internal balance.

### **OTB-induced Guilt: A Bless or Bust in Adaptation?**

Individuals regulate themselves according to mutual behavioural conventions like workplace regulations or informal rules to secure the trust and credibility; they tend to match their self-standard with the relationship counterpart if it is perceived as fair (Fuchs & Edwards, 2012; Tyler & Blader, 2003; Gagné & Deci, 2005). Hence, as OTB acts are in their nature indicating violation in such conventions in the relationship with organisation, by individual's active self-evaluation through the concern of morality and justice, it prompts one to feel guilty,

not only from breaching the rules (Bohns & Flynn, 2013) but also from gaining in the certain act (Krehbiel & Cropanzano, 2000). However, the overall major cause of such guilt should be traced back to the very transgression of relationship given the two-way affecting (organisaiton-colleague), transactional core of OTB. People tend to focus our attentions on the “soulds” rather than “should nots” in the evaluation of past incidents (Sheikh & Janoff-Bulman, 2010), and thus transgression in relationships is said to raise guilt whether it is voluntary or not, provided the premise obligation to remain cohesive in a relationship. Guilt is an adaptive emotion to preserve and strengthen social relationships: feeling responsible and constructive over the misdeed and the ability to do the alternative, it is inevitable such guilt will be induced from transgressing the relationship in performing OTBs (Baumeister, Stillwell & Heatherton, 1994).

However, if guilt is designed for us to adapt, it is then sensible to expect lesser guilt experienced along with the behavioural adaptation of OTB performance, pertaining the guilt itself is to prevent future negative feedback in behavioural change (Baumeister et al., 1994). Moreover, we believe it can even be more of content and enhancement to some. Two anticipatory beliefs: evaluating the past, and the susceptibility to punishment is said to together determine the direction of experiencing and resolving guilt (Caprara et al., 2001). Being complimentary to self’s attribution of responsibility pertaining such misdeed in the past event, the susceptibility to punishment encompasses the evaluation of the future. And therefore, the simultaneous by-product of personal gain in OTB’s transactional nature can actually be the decisive impetus determining how the guilt is experienced in a new compromised adaption level. That is, with lower susceptibility of punishment and the internal presence of personal gain and external presence of altruism, such guilt experienced should be lower than those with higher anticipated susceptibility of punishment.

Several aspects of enhancement can be applied to the OTB actors. The unethical yet altruistic presence bolsters the specific relationship with immediate reward or potential future

reciprocity between the OTB actor and its target colleague (Tenbrunsel, 1998; Bersoff, 1999). From relationship's quality point of view, engaging in OTB indicates the ability to cope with such sophisticated balance between relationship complex (e.g. Stephens, Heaphy & Dutton, 2012; Stephens, Heaphy, Carmeli, Spreitzer & Dutton, 2013). On the other hand, the sense of gaining from rule-violation also bear intrinsic motivations. A long-lasting self-satisfactory effect is found to be encouraged by the thrill of getting away with cheating the rules rather than self-select effect, or material rewards (Ruedy, Moore, Gino & Schweitzer, 2013). And people's self-justification for own ethicality (honesty) further prompt one to committed on such behaviour (Shalvi, Dana, Handgraaf, & De Dreu, 2011) as morality only extend to where justification ends (p. 189). It explains the reality why people often persist on such cheating behaviour regardless of limited rewards, or high economic cost along with it (Ruedy et al., 2013, P. 542).

This analysis confirmed the contradicted viewpoint for OTB actors' sake, who at the same time will be caring about the guilt in the face of relationship transgression, and all-rounded personal gain in performing OTB. Given guilt's adaptation function, we should expect OTB actor to be less affected by the guilt elicited from relationship (OTB actor-organisation) transgression since the new OTB relationship (or the new pattern of behaviours of OTB) would be gradually accepted as new norms by the OTB actor. The adaptation drive is then shifted from guilt to personal incentive.

H<sub>1</sub>: OTB will be negatively related to individual's guilt derived from it.

### **Guilt and Job Engagement: A Compensation View**

Such self-conscious, emotional unpleasant state of guilt doesn't contribute entirely to negative outcome, though. Apart from shame, guilt associates with proactive intention to the possible objection to one's behaviour, circumstances, or intentions (Baumeister et al., 1994),

and is said to serve functions of action control in order to detect the maladaptive behaviour in a relationship (Bohns & Flynn, 2013; Baumeister et al., 1994; Tracy & Robins, 2006). This relationship-induced guilt stimulates prosocial behaviour to become more helpful and compliant as it functions “to repair damage to a relationship arising from a transgression” (Baumeister et al., 1994, p.257).

Several empirical examinations also support the compensating view. In Covert, Tangney, Maddux, and Heleno’s (2003) study, guilt-proneness is better linked to the initiation and effectiveness of adjustment to interpersonal conflict. Later studies testing this idea in the workplace further found that not only guilt-prone individual enhances his/her work efforts and further justify itself by heightening affective commitment to the organisation (Flynn & Schaumburg, 2013), but by only making aware of one’s counternormative can the compensatory behaviour be elicited (Ilies et al., 2013). In this sense, pertaining OTB actor’s position to face the inevitable transgression on the relationship with the organisation, we could expect such relationship-induced guilt eventually facilitate further compensation back to the very relationship with the organisation, namely, through the behavioural outcome of personal job engagement. And because of the exclusivity and specificity of the guilt elicited in the self-organisation relationship, we could also see a potentially strong mediation effect such elicit guilt plays between performing OTB and job engagement.

H<sub>2</sub>: OTB-induced guilt will be positively related to individual’s job engagement.

H<sub>3</sub>: Guilt will mediate the relationship between OTB performance and job engagement.

### **Moderation role of OTB actor’s need for belonging**

Following our inference of OTB actor’s social intention to determine one’s response to such guilt elicited, present study posits the tendency of one’s need to belong then should play a crucial, but rather instrumental role in affecting one’s intention toward the OTB act



itself. People with higher need to belong not only possess higher tendency to cooperate in public dilemma (De Cremer & Leonardelli, 2003), further, they were found to be more attentive and accurate in decoding complex social cues, however, only in those socially presenting performance rather than general cognitive problem-solving ones (Pickett, Gardner, & Knowles, 2004). These findings of tendency how people act to adapt and fulfil personal need for belonging is consistent with present study's assumption. In this sense, OTB actors with higher need to belong then can be expected to have a higher tendency to adapt to new behavioural relationship, and only in meeting self's needs of inclusiveness.

As mentioned, the relationship factor in play represents both intrinsic and extrinsic incentives. And the urge of achieving and maintaining a certain level of social contacts is said to be stimulated by goal-directed activities (Baumeister & Leary, 1995); apart from intrinsic motives in pursuing relationship (Baumeister & Leary, 1995; Deci & Ryan, 2000), OTB actor may also pursue further extrinsic rewards (e.g., personal gift, or economic resources, etc.) through investing in particular OTB relationships, which process can often be seen emphasised in the benefit of pursuing "networking", or "guanxi" in various cultural workplace settings (Chua, Morris & Ingram, 2009). Put it differently, here the need for belonging at its presence possess further meanings for OTB actors, as OTB provides a way to achieve further incentives through relatedness an organisation itself cannot provide. Thus, we suggest that with all the conditions considered, if individuals are higher in their need for belonging, they may encounter much less guilt when performing OTB, as it then only serves an instrumental function. Further in this sense of logic, we could also expect the moderated mediation model validates given the theoretical strong bond between OTB-guilt-job engagement.

H<sub>4</sub>: OTB actor's need to belong will positively moderate the indirect effect of OTB on job engagement through such guilt elicited. Whereas higher OTB performer will experience

much lower guilt when possessing a higher need to belong, comparing to those with lower of it.

H<sub>5</sub>: The full moderated mediation model considering H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, and H<sub>4</sub> will show significant.

To sum up, altogether these investigations provide a conceptual integration in regards to this special extra-role behaviour, with perspectives of ever-omitted interactions, their roles functioning in an organisation, and its implication for future research. Present study posits OTB to have an overall negative influence on the workplace dynamism. However given the adaptation function within individuals, present study consider the bigger crisis should fall on OTB's effect on the organisational dynamism as a whole. Apart from the initial transgression against the organisation's interest, it is the gradual adaptation of OTB behavioural convention and the elicited guilt that matter more in the long term to be undermining. In a macro point of view, the adaptation of OTB relationships although facilitate interpersonal communication and efficiency, it also mean the voluntary admission of cooperated misdeed within the organisation. Not only the misdeed hidden in OTBs, the lowered level of guilt experienced may lead to lower level of job engagement individuals would compensate back to the transgressed relationship. At last, present study reckons that it is our responsibility to explore further on this unfolded mystery. Being left out for so long, it is time to pick out the devils in the fabric.

## **Method**

### **Participants and Procedure**

Present study acquired 227 participants currently working in organisations in Taiwan, who had at least 6 months of tenure in their company. The wide variety of industries' data acquired provided external variety in current examination. In the end, 181 valid responses were collected and examined (54.4% male, 45.6% female; mean age = 36.93 years, SD =

10.20 years; average tenure = 6.95 years in current company; average total working experience = 12.84 years; 82.4% of Bachelor's degree or above; 80.1% collect rate). Questionnaires were distributed in hard copies in an envelope to the consented supervisors or subordinates who then dispatched the envelope to other organisational members.

Present study separates all assessing scales into three individual questionnaires to avoid the common method variance issues. Thus, with a cover letter, a total of four separate forms were included within the envelope: (a) cover letter explaining the purpose of the study with request for consent, and also space for filling-progress tracking; (b) first stage of self-rated questionnaire including extra-role behaviours (OCB, CWB, OTB), need to belong, and relevant control variables; (c) the second stage of self-rated questionnaire assessing individuals' guilt in performing OTB; and (d) the third stage of self-rated questionnaire including outcome variables as job engagement. And each questionnaire is asked to be completed with a two-week margin in between, so the duration of the process will take up at least one month of time.

## **Measures**

The scoring style of the questionnaire items were all set as 6-point Likert's scale from 1 (strongly disagree) to 6 (strongly agree) to force the positive and negative intention of the answers. Apart from it, they will be asked to manually check or write down relevant demographic variables for controlling purpose.

**OCBs.** To measure individuals' organisational citizenship behaviour, a 10-item short version of the organizational citizenship behaviour checklist (OCB-C) developed by Spector et al. (2010) is used. A sample item is as "I helped new employees get oriented to the job."

**CWBs.** Consistent with study 1, a 10-item version of the CWB checklist (CWB-C) is applied to measure individuals' counterproductive behaviour. The scale was developed and

used in the work of Spector et al (2010). A sample item from the scale is as “I insulted or made fun of someone at work.”

**Need to belong.** To measure need to belong. A 10-item need to belong scale developed by Leary, Kelly, Cottrell and Schreindorfer (2005) is used. Three of the ten items are reverse-scored. Sample item of both scoring styles is as “I want other people to accept me.”, and “If other people don't seem to accept me, I don't let it bother me.” (R).

**Job engagement.** Organisation member's job engagement is assessed using Rich's (2010) 18-item job engagement scale. The scale is divided by three sub-dimensions in the job engagement including physical, emotional, and cognitive engagement. We summed the score of all three sub-dimensions to get a total score of job engagement. Samples of items in respective dimensions are as: “I exert my full effort to my job.”, “I am proud of my job.”, “At work, I concentrate on my job.”

**OTBs.** Present study developed the first-of-its-kind measurement for OTBs according to Hinkin's (1995) scale development process. Building on a series of interviews in capturing the nature and forms of OTBs in the workplace, several distinctive attributes went through discussions and examinations by external raters within I/O psychology lab seminars and were then appointed into an uni-dimension, 9 items scale. Later, two stages of scale development process with respective independent samples were adopted for the exploration and confirmation of scale items and validity. The samples (N = 233) in the two stages were collected at the same time, whilst half of it used in stage 1 (N = 117), and the other half used in stage 2 (N = 116). Preliminary OTB scales along with OCB and CWB scales' response were also collected for structural examination use.

At stage 1 (scale development), present study conducted an exploratory analysis (EFA). In which, the resulting scree plot elbow indicated that two factors should be retained, and principal component analysis also suggested the same, with 6 and 3 items each (Eigenvalues =

3.29 and 1.54 respectively; variance = 36.50%, 17.10% respectively; Chronbach's  $\alpha = 0.80$ , 0.11 respectively; cumulative variance = 53.59%). The result, however, was inconsistent with the original generation of uni-dimension OTB scale. To examine such issue, we looked into factor loadings of the one-, and two-factor model, with a requirement of item loadings on each factor to be .45 or higher. And found that in factor 2, the three items loaded on showed certain consistency, and less related to OTB's nature of helping colleague's "disallowed behaviour", therefore, we decided to drop the three items off to stay coherent with OTB's construct. And thus, we proceeded the one-factor model with the remaining 6 items to CFA examination. The factor loading results for each item is shown in Table 1.

-----  
Table 1  
-----

At stage 2 (scale evaluation), to assess the factorial validity and distinctiveness of OTB's one-factor model over other extra-role work behaviours, we conducted confirmatory factor analysis (CFA) using Amos 24 (Arbuckle, 2016) whilst the other half of data collected was used. Table 2 presents the model comparison results between OTB, OCB, and CWB. And the result of the three-factor model ( $X^2 = 84.80$ ,  $df = 41$ ,  $p < 0.01$ ; CFI = 0.93, TLI = 0.90, RMSEA = 0.10) along with Cronbach's  $\alpha$  of 0.85 for the OTB scale indicated not only the three-factor model is better fitted, over the other two hypothesis models, OTB also shows good internal reliability. Overall, the measurement of 6-item, self-developed scale developed in present study was validated with good reliability and validity. Rated in 6 points Likert's scale, the higher score indicates higher level of OTB performed. Sample item of the scale is as "I would cover up for a colleague's misconduct in paperwork if he/she asked me to".

---

Table 2

---

**Guilt.** The measurement of guilt is assessed with the modification of the OTB scale, by adding words of “I would feel guilty if” in each item’s description. A Cronbach’s alpha of .85 indicated a good internal reliability of the scale. A sample item from the scale included “I would feel guilty covering up for colleague’s misconduct in work report.”

**Control variables.** Present paper hopes to get rid of the effect from possible workplace-related variables, therefore, various demographic variables like gender, age, tenure (measured in years), and education level (1= “high school degree or below”, 2= “Bachelor’s degree”, 3= “Master’s degree”, 4= “PhD degree”) are controlled. Additionally, as OCB and CWB are both behaviourally related to OTB, therefore we also controlled individual’s differences in performing both extra-role work behaviours as control variables.

### Analyses Logic

As our hypotheses are focusing on exploring the role of OTB on an individual-level outcome, we examine an uni-level moderated-mediation model using PROCESS macro (Preacher & Hayes, 2004). First, PROCESS model 4 was used to assess guilt’s mediation role contributing to OTB’s effect on job engagement. Then the simple PROCESS model 1 was used to explore the potential strategic role of OTB held by individuals by examining the moderating effect of need to belong in the relationship between OTB and guilt. Lastly, based on the results, we further confirmed the full model of moderated mediation in subjecting all variables under model 8. The confidence intervals (CIs) were set at 95% created by 10,000 bootstrapped samples. Each effect would be regarded as significant if its 95% CIs (LLCI & ULCI) don’t cross 0.

### Result

In Table 3 presented the means, standard deviation and correlation of hypotheses variables. The negative correlation between OTB with guilt ( $r = -0.40, p < .01$ ), and the positive correlation between guilt with job engagement ( $r = 0.55, p < .01$ ) were both match to present study's expectation.

-----  
Table 3  
-----

Then, in the verification of the distinctiveness and validity, a series of comparisons between the hypothetical model and alternatives were conducted through confirmatory factor analysis (CFA) in AMOS 24 (Arbuckle, 2016). As shown in Table 4, we tested the full hypothetical model containing four variables of OTB, guilt, job engagement and need to belong, and the model fit indices suggested the data well fitted. With  $\chi^2 = 79.94$ ,  $df = 48$ , CFI = .97, GFI = .94, RMSEA = .06, it was significantly better than the single-factor model ( $\Delta\chi^2 / df = 77.52, p < 0.001$ )

-----  
Table 4  
-----

To test our hypotheses, all variables were subjected under the moderated mediation model linking OTB to job engagement through guilt, and the need to belong moderating between OTB and guilt (see Figure 2). We first tested the simple mediation model which OTB's effect on job engagement mediated by guilt using model 4 in PROCESS macro (Preacher & Hayes, 2004). Presented in Table 5, the result showed that by supporting H<sub>1</sub>, which proposes a negative relationship OTB possess with guilt, it showed a significant

negative relationship ( $B = -.37, p < .001$ ) with 37% variance explained. Additionally, also as expected, guilt showed to have a significant positive relationship with job engagement ( $B = .19, p < .001$ ), therefore,  $H_2$  was supported. Further, the indirect effect of OTB on job engagement through guilt appeared to be significant (indirect effect = -0.07,  $SE = 0.27$ , 95% CI [-0.13, -0.02]), meaning that guilt's mediation role in the model was confirmed, and therefore  $H_3$  supported.

-----  
Figure 2  
-----  
-----

-----  
Table 5  
-----

To examine the moderation effect of need to belong on the mediation relationship above, we then added the moderator into the examination of moderated mediation model (PROCESS model 8). As shown in Table 6, it turned out as we expected that the interaction showed significant in a positive direction ( $B = .24, p < .01$ ), and the moderated mediation effect also significant (Table 6), thus  $H_4$  supported. Lastly, also indicated in Table 6, the moderated mediation is shown to be significant with no confident intervals crossing 0 (CIs), indicating the moderated mediation validated, hence  $H_5$  Supported. The interaction effect was shown in Figure 3. Overall, present study had acquired a validated result for the moderated mediation model of OTB on job engagement via guilt, with significant moderating effect of need to belong on the mediation relationship.



Table 6

---

**Discussion**

The hypotheses proposed in present study was generally supported, that the altruism on colleague's disallowed behaviour, namely OTB, can through the mediation of the inevitably elicited guilt, affect one's job engagement as an outcome. We found that people with lower OTB score (which can be regarded as those yet, or poorly adapted to the behaviour or relationship) is linked to higher guilt, and consistent with past research (e.g., Baumeister, 1994; Covert et al., 2003; Flynn & Schaumberg, 2013; Ilies et al., 2013), it showed higher compensatory effect in their work effort. Whereas people with higher score in OTB (also those who are well adapted in such concept or relationship) is showed to elicited lower guilt in performing such behaviours, and thus linked to lower job engagement. Further, the level of need to belong moderated the relationship between performing OTB and the guilt induced. Altogether, it is individual's adaptation and need for belonging that determine the effect of OTB on the subsequent work effort one will produce.

Present paper considers ourselves contributing to at least three areas of organisation behaviour literature. First, we introduced a comprehensive perspective of viewing extra-role behaviours, which allows more implications to be applied on different targets a behaviour can affect. More importantly, it revealed the focus of present study that behaviours such as OTBs can have a harmful effect even under direct altruistic presence. Despite the previous noticing (Robinson & Binnett, 1995; Dalal, 2005) and discussing (Bolino et al, 2013; Bolino & Grant, 2016; Bolino & Grant, 2016; Yam, Klotz, He & Reynolds, 2017) of those mixed affecting behaviours in the workplace, like the study of

Castille, Buckner, and Thoroughgood (2018) we regard it more appropriate to further separate the idea of OTB from only the subsequent products of OCBs. It is worth noted that we do not consider OTB as deviant, or as citizenship behaviour. In concordance with the above-proposed taxonomy, they are not directly harming the organisation as aggression (Fox & Spector, 1999), deviance (Robinson & Bennett, 1995), or behaviours like abuse against others, production deviance, sabotage, theft, and withdrawal (Spector et al, 2006). They are neither intending to enhance the organisation's functioning and performance according to Organ's initial definition (1983). OTB is not behaviourally nor intentionally resembles both OCB and CWB, for that reason, it is important not to confuse OTB with either behaviour and so it also justify for present study in building and theorising such behaviour for the future literature to come.

Secondly, based on the conflicting effects on different direct targets, this study explored OTBs' effect on an individual's overall job engagement through the elicitation of guilt. Although guilt's effect on an individual's work effort has acquired significant results, the way OTB's level in relation to the relationship-transgression induced guilt has provided more implications regarding OTB's working mechanisms. Of which, the hypothesised influential role of guilt in this study took both organisation and individual's role into consideration in contrast to past studies' discussion in either part's perspective (cf. Bohns & Flynn, 2013; Tangney, 1991; Baumeister, Stillwell & Heatherton, 1994). And has supported the idea of anticipatory belief contributing to such guilt experienced (Caprara et al., 2001). With the basic urge to gain and maintain the sense of inclusiveness, people compensate relationship whichever is transgressed by self's misbehaviour, regardless of other intakes of relationship enhancement. Moreover, in a subtler perspective of personal interaction in the workplace, people adapt to abide norms to remain internally and externally balance; the results of a negative relationship between

OTB and guilt also hinted the potential adaption treadmill of such balance driven by self's anticipatory needs, guilt, and the yet discovered counteracting force. Concordant with our worries, this findings of adaptation did suggest a critical alarming message that threatens an organisation's overall dynamics, which is also, in our regard, the most substantial effect OTBs can result in the organisation functioning as a whole, that the adaptation of guilt not only reassure the existence of OTBs in the workplace, the lowered guilt also suggested less individual vigilance in the environment. As a result, though we didn't assess the baseline job engagement in our study, the negative relationship between guilt and job engagement did provide a sign that the latter could potentially suffer from the very adaption of guilt. Still, as said, we do not consider there to be a universal determinant of how one will carry out the OTB effect, but only the propensity going down with different guilt levels, according to respective attributions and the situation where one is currently settled in. Collectively saying, the propensity should still rely on the ways individual processing the inevitable guilt elicited from performing OTB.

Additionally, together with the moderation effect of need to belong, the result unveiled the possibilities of OTBs to be used in an instrumental way to achieve goals potentially exceeding interpersonal relationship. As the positive moderation of need to belong suggested individuals with a higher level of it would feel less guilty in conducting OTBs, individuals wouldn't be focusing their priority on relationship transgression, but rather on the much primitive and formidable need for belonging. The effect combines with the OTB adaptations further counteract guilt's role in binding the normal functioning behaviour within an organisation. The result presents itself as a unique empirical contribution in the literature mentioning social networking, political skills, or guanxi in Chinese cultural setting; it supported the joint suggestions on the beneficial facilitation of such "weak ties" in acquiring resources (e.g. Podolny & Baron, 1997;

Sparrowe, Liden, Wayne, & Kraimer, 2001; Bedford, 2002; Cole, Schaninger & Harris, 2002), whereas it also provided a much detailed insight into the internal mechanism of exchanges between colleagues (cf. Cole et al., 2002) and the moral implication in such relationship (cf. Tan & Snell, 2002). From a behaviour point of view, the exploitation of OTB implied the formation and dynamism of clique or informal network within an organisation.

Lastly, present study makes a methodological contribution in conducting behaviour analysis of OTB's mechanism through a non-experimental survey. With strict integrity of linking the functional relationship between independent and dependent variable, present study had a firm foundation both theoretically and operationally (c.f., Peterson, Homer & Wonderlich, 1982). Present study stemmed from the ample results of previous studies in the same theoretical realm (i.e., OCBs, CWBs, and UPBs), and in OTB's nature of violating relationship, the internal-conflict elicited guilt's reparative effect paved the way for present study's theoretical implication. In a more specific term, OTB itself represent paradoxical psychological state, and in restoring internal balance, individuals react behaviourally on the other end. Operationally speaking, in addition to the multiple-phase design in the data collection, we further controlled for the other two prevailed behaviours of OCB and CWB to avoid the possible confusion contributed by either behaviour's effect.

### **Limitation**

There are several limitations to the results of our study. Initially, this study was looking for individual's behavioural outcome under OTB's influence, therefore, the quality aspect of such extra effort made by guilty individuals was not within our concern. However important, we consider the examination of job engagement is in itself adequate. Not only we

hope to limit the arbitrary influence from alternative data sources of work rating, in a within-subject design, the psychological mechanism is better explained as one should bear the best knowledge of self's condition (Berry, Carpenter, & Barratt, 2012). Still, future research should look into different sources of OTB data to provide more objectivity and validity in the realm of OTB studies.

Present study provides a variety of data sources from various industries to increase our external validity, yet we disregard of OTB's effect on different job levels. Different levels of job can involve distinct extent of power, the availability to gain resources and cover-up for colleagues; the mechanism of present study's suggestion therefore, can also be distorted. For example, one could obey a supervisor's instruction to cover-up for one's misdeed for the purpose of impression management, therefore, the guilt may arise without the facilitation relationship in the presence of OTB. To that point, future research should also lay attention to addressing the difference and possible interaction in the OTB relationship between supervisors and subordinates.

Additionally, present study examined a rather grand idea regarding OTB's effect in interpersonal relationship point of view, we may not have captured the whole picture of such behaviour's effect and affecting variables in the workplace. For example, in the testing of interpersonal relationship's influence on OTB-guilt connection, we didn't test a much direct variable of interpersonal relationship, as the interpersonal relationship itself. This could've potentially left out several possible mechanisms involved for the forms of relationships, and how do people interact within, can both vary. Moreover, however distinguishable in the construction of the OTB scale, the correlation between OTBs and CWBs are rather high at .48, indicating the necessity to further refine and improve the item descriptions.

Finally, in a cross-sectional design, present study collected data from Taiwan, where collectivism prevails in the highlighting of workplace relationship and networking. We consider the cross-sectional OTB effect may be insufficient to see the holistic view subjecting to wider cultural settings and longer term of effects. As mentioned above, given the long-term equilibrium of each workplace, there must be a counteracting factor existing within. Therefore, future study should also enrich the knowledge in this realm through a longitudinal examination of present study's results, and further examine the mechanism under different cultural influences.

### **Managerial Implication**

Extra-role work behaviours have always been seen as a major topic for an organisation to nourish a functioning, competitive unit (Bolino & Turnley, 2003; Fodchuk, 2007). The development of OTB should provide several implications to the practical fields in the workplace as the distinguishing, discussion and definition of those ubiquitous yet neglected behaviours within general workplace provided that managers should aware and monitor employees' behaviour in a subtler fashion.

The categorisation of OTB rationalises the idea that altruism in the workplace can also do harm to the organisation as a whole. Rather than being solely good or bad, the existence of OTB could encourage supervisors to take notice of the possible crisis storming under the surface. Further, it revealed that not all increase in employees' job engagement can be attributed to the likes of positive organisational upbringing, but can be a compensation to the damage an organisation has taken on the other end. It should also be questioned if the compensated engagement was worth the risk of organisation loss. Overall, it provided a more detailed toolbox for managers to monitor the dynamism in the organisation.

Therefore, aside from discouraging the potential chance for employees to harm the organisation through OTBs, managers should take a step further, and ensure the potential incentives (e.g., need for belonging, or monetary reward, etc.) for employees to perform OTB can be met in a positive way. Present study suggested that albeit the impossible of elimination, organisation leaders and managers should still take an active role in preventing OTB's from happening.

## **Conclusion**

Being a glue-like supporting role between an organisation and its members (Katz, 1964; Organ, 1977), extra-role behaviour accounted hugely for organisation's overall culture and dynamism. Present study exceeded the current knowledge and revealed that the seeming altruism of OTBs in the workplace can actually undermine organisation's interest without being noticed. The guilt elicited from the contradicting interest of different targets mediates the effect of OTB and the compensating effect showed on individual's job engagement. And need to belong's moderation effect on OTB-guilt relationship further indicating interpersonal relationship's role as an incentive to perform OTB. Overall, the result suggests that in the fundamental urge, people are willing to cover-up for colleagues' misdeed that harm's the organisation in order to meet the personal need for relationship. And regardless of the guilt that results in the eventual compensation in job engagement, the effect would decrease along with the adaptation of such relationship, which indicating by the increasing OTB level and decreasing guilt.

## References

- Arbuckle, J. L. (2016). IBM® SPSS® Amos™ 24 user's guide.[On-line].
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of management Journal*, 26(4), 587-595.
- Baumeister, R. F., & Leary, M. R. (1995). The need to belong: desire for interpersonal attachments as a fundamental human motivation. *Psychological bulletin*, 117(3), 497.
- Baumeister, R. F., Stillwell, A. M., & Heatherton, T. F. (1994). Guilt: an interpersonal approach. *Psychological bulletin*, 115(2), 243.
- Bedford, O. (2011). Guanxi-building in the workplace: A dynamic process model of working and backdoor guanxi. *Journal of Business Ethics*, 104(1), 149-158.
- Berry, C. M., Carpenter, N. C., & Barratt, C. L. (2012). Do other-reports of counterproductive work behavior provide an incremental contribution over self-reports? A meta-analytic comparison. *Journal of Applied Psychology*, 97(3), 613.
- Bersoff, D. M. (1999). Explaining unethical behaviour among people motivated to act prosocially. *Journal of Moral Education*, 28(4), 413-428.
- Bohns, V. K., & Flynn, F. J. (2013). Guilt by design: Structuring organizations to elicit guilt as an affective reaction to failure. *Organization Science*, 24(4), 1157-1173.
- Bolino, M. C., & Grant, A. M. (2016). The bright side of being prosocial at work, and the dark side, too: A review and agenda for research on other-oriented motives, behavior, and impact in organizations. *Academy of Management Annals*, 10(1), 599-670.



- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542-559.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.
- Bowling, N. A., & Gruys, M. L. (2010). Overlooked issues in the conceptualization and measurement of counterproductive work behavior. *Human Resource Management Review*, 20(1), 54-61.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of management Review*, 11(4), 710-725.
- Caprara, G. V., Barbaranelli, C., Pastorelli, C., Cermak, I., & Rosza, S. (2001). Facing guilt: Role of negative affectivity, need for reparation, and fear of punishment in leading to prosocial behaviour and aggression. *European Journal of Personality*, 15(3), 219-237.
- Cameron, K. S., Dutton, J. E., & Quinn, R. E. (2003). An introduction to positive organizational scholarship. *Positive organizational scholarship*, 3(13).
- Castille, C. M., Buckner, J. E., & Thoroughgood, C. N. (2018). Prosocial citizens without a moral compass? Examining the relationship between Machiavellianism and unethical pro-organizational behavior. *Journal of Business Ethics*, 149(4), 919-930.
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of vocational behavior*, 58(2), 164-209.
- Chua, R. Y., Morris, M. W., & Ingram, P. (2009). Guanxi vs networking: Distinctive configurations of affect-and cognition-based trust in the networks of Chinese vs American managers. *Journal of international business studies*, 40(3), 490-508.

- Cole, M. S., Schaninger Jr, W. S., & Harris, S. G. (2002). The workplace social exchange network: A multilevel, conceptual examination. *Group & Organization Management*, 27(1), 142-167.
- Covert, M. V., Tangney, J. P., Maddux, J. E., & Heleno, N. M. (2003). Shame-proneness, guilt-proneness, and interpersonal problem solving: A social cognitive analysis. *Journal of Social and Clinical Psychology*, 22(1), 1-12.
- Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of applied psychology*, 90(6), 1241.
- Desai, V. M. (2010). Rule violations and organizational search: A review and extension. *International Journal of Management Reviews*, 12(2), 184-200.
- Flynn, F. J., & Schaumberg, R. L. (2012). When feeling bad leads to feeling good: Guilt-proneness and affective organizational commitment. *Journal of Applied Psychology*, 97(1), 124.
- Fodchuk, K. M. (2007). Work environments that negate counterproductive behaviors and foster organizational citizenship: Research-based recommendations for managers. *The Psychologist-Manager Journal*, 10(1), 27-46.
- Fox, S., & Spector, P. E. (1999). A model of work frustration–aggression. *Journal of organizational behavior*, 20(6), 915-931.
- Fuchs, S., & Edwards, M. R. (2012). Predicting pro-change behaviour: The role of perceived organisational justice and organisational identification. *Human Resource Management Journal*, 22(1), 39-59.

- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational behavior*, 26(4), 331-362.
- Hinkin, T. R. (1995). A review of scale development practices in the study of organizations. *Journal of management*, 21(5), 967-988.
- Hornsey, M. J., & Jetten, J. (2004). The individual within the group: Balancing the need to belong with the need to be different. *Personality and Social Psychology Review*, 8(3), 248-264.
- Ilies, R., Peng, A. C., Savani, K., & Dimotakis, N. (2013). Guilty and helpful: An emotion-based reparatory model of voluntary work behavior. *Journal of Applied Psychology*, 98(6), 1051.
- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral science*, 9(2), 131-146.
- Krehbiel, P. J., & Cropanzano, R. (2000). Procedural justice, outcome favorability and emotion. *Social justice research*, 13(4), 339-360.
- Leary, M. R., Kelly, K. M., Cottrell, C. A., & Schreindorfer, L. S. (2013). Construct validity of the need to belong scale: Mapping the nomological network. *Journal of personality assessment*, 95(6), 610-624.
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of management*, 33(3), 321-349.
- Marcus, B., Taylor, O. A., Hastings, S. E., Sturm, A., & Weigelt, O. (2016). The structure of counterproductive work behavior: A review, a structural meta-analysis, and a primary study. *Journal of Management*, 42(1), 203-233.

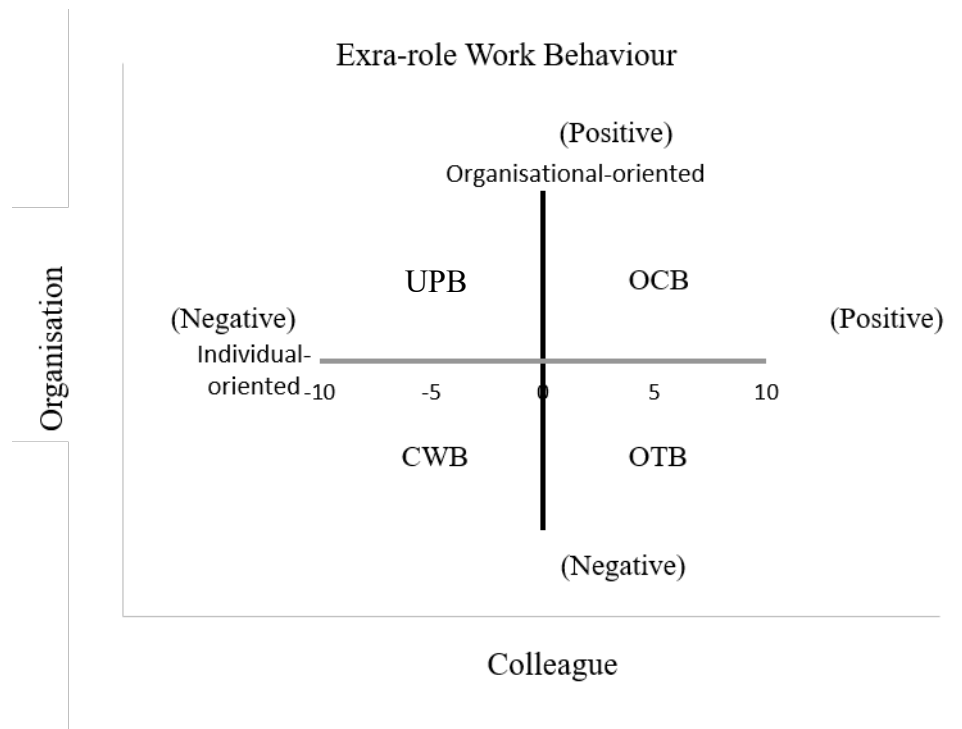
- Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfaction-causes-performance hypothesis. *Academy of management Review*, 2(1), 46-53.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
- Peterson, L., Homer, A. L., & Wonderlich, S. A. (1982). The integrity of independent variables in behavior analysis. *Journal of applied behavior analysis*, 15(4), 477-492.
- Podolny, J. M., & Baron, J. N. (1997). Resources and relationships: Social networks and mobility in the workplace. *American sociological review*, 673-693.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36(4), 717-731.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of management journal*, 38(2), 555-572.
- Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of applied psychology*, 87(1), 66.
- Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of applied psychology*, 87(1), 66.

- Ruedy, N. E., Moore, C., Gino, F., & Schweitzer, M. E. (2013). The cheater's high: The unexpected affective benefits of unethical behavior. *Journal of Personality and Social Psychology*, 105(4), 531.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary educational psychology*, 25(1), 54-67.
- Sackett, P. R., Berry, C. M., Wiemann, S. A., & Laczko, R. M. (2006). Citizenship and counterproductive behavior: Clarifying relations between the two domains. *Human performance*, 19(4), 441-464.
- Shalvi, S., Dana, J., Handgraaf, M. J., & De Dreu, C. K. (2011). Justified ethicality: Observing desired counterfactuals modifies ethical perceptions and behavior. *Organizational Behavior and Human Decision Processes*, 115(2), 181-190.
- Sparrowe, R. T., Liden, R. C., Wayne, S. J., & Kraimer, M. L. (2001). Social networks and the performance of individuals and groups. *Academy of management journal*, 44(2), 316-325.
- Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: Are all counterproductive behaviors created equal?. *Journal of vocational behavior*, 68(3), 446-460.
- Stephens, J. P., Heaphy, E. D., Carmeli, A., Spreitzer, G. M., & Dutton, J. E. (2013). Relationship quality and virtuousness: Emotional carrying capacity as a source of individual and team resilience. *The Journal of Applied Behavioral Science*, 49(1), 13-41.
- Stephens, J. P., Heaphy, E., & Dutton, J. E. (2012). High quality connections. *The Oxford handbook of positive organizational scholarship*, 385-399.

- Tan, D., & Snell, R. S. (2002). The third eye: Exploring guanxi and relational morality in the workplace. *Journal of Business Ethics*, 41(4), 361-384.
- Tangney, J. P. (1991). Moral affect: the good, the bad, and the ugly. *Journal of personality and social psychology*, 61(4), 598.
- Tenbrunsel, A. E. (1998). Misrepresentation and expectations of misrepresentation in an ethical dilemma: The role of incentives and temptation. *Academy of Management Journal*, 41(3), 330-339.
- Tracy, J. L., & Robins, R. W. (2006). Appraisal antecedents of shame and guilt: Support for a theoretical model. *Personality and social psychology bulletin*, 32(10), 1339-1351.
- Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and social psychology review*, 7(4), 349-361.
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of applied psychology*, 81(5), 525.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, 17(3), 601-617.
- Yam, K. C., Klotz, A. C., He, W., & Reynolds, S. J. (2017). From good soldiers to psychologically entitled: Examining when and why citizenship behavior leads to deviance. *Academy of Management Journal*, 60(1), 373-396.

## Appendix

Figure 1

*Alternative conceptual model of extra-role work taxonomy*

Note: OTB: organisational Trojan-horse behaviour;  
 OCB: organisational citizenship behaviour;  
 CWB: counterproductive work behaviour;  
 UPB: unethical pro-organisational behaviour

Table 2

Item	Factor	Item Description
OTB1	<b>0.660</b>	I would cover up for a colleague's attendance record at any point of time if he/she asked me to.
OTB2	<b>0.785</b>	I would cover up for a colleague's violation in organisation property (material/ supply) instructions if he/she asked me to.
OTB3	<b>0.710</b>	I would cover up for a colleague's dealing with personal matters during work if he/she asked me to.
OTB4	<b>0.462</b>	I would cover up for a colleague's exploitation of the reimbursement system if he/she asked me to.
OTB5	<b>0.746</b>	I would cover up for a colleague's misconduct in paperwork if he/she asked me to.
OTB6	<b>0.803</b>	I would cover up for a colleague's violation in workplace code if he/she asked me to.



Table 2

*Study 1 Comparison of hypothetical models of extra-role work behaviour and alternative models*

Model	Factor	$\chi^2$	df	CFI	TLI	RMSEA
Hypothetical Model	3-factor	84.80	41	.93	.90	.09
Model 1	2-factor	95.86	43	.91	.89	.10
Model 2	1-factor	307.44	44	.56	.45	.23

*Note.* Hypothetical model: OTB: organisational Trojan-horse behaviour; OCB: organisational citizenship behaviour; CWB: counterproductive work behaviour

Model 1: OTB and CWB were merged as one factor.

Model 2: All variables are merged as one factor

Table 3

*Correlation Table*

	Means	S.D.	1	2	3	4	5	6	7	8	9	10
1. OTB	3.02	0.50	1									
2. Guilt	4.36	9.95	-.40**	1								
3. Need to Belong	3.77	0.65	-0.01	.27**	1							
4. Job Engagement	4.44	5.92	-.28**	.56**	.29**	1						
5. Gender	1.46	0.45	-0.06	0.08	.20**	0.09	1					
6. Age (years old)	36.93	0.60	-0.11	.15*	0.11	.32**	0.05	1				
7. Education level	3.00	0.88	0.13	-0.03	0.00	-0.02	-.19*	-0.12	1			
8. Tenure (months)	12.84	0.86	-.16*	.24**	0.07	.35**	0.08	.90**	-.22**	1		
9. OCB	4.39	0.56	-0.08	.45**	.35**	.66**	.23**	.35**	-0.08	.34**	1	
10. CWB	2.65	0.44	.48**	-.33**	-0.11	-.46**	-0.11	-.35**	0.11	-.37**	-.30**	1

Note. OTB: organisational Trojan-horse behaviour; OCB: organisational citizenship behaviour; CWB: counterproductive work behaviour.  
 (†  $p < .1$ , \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ ).

Table 4

*Study 1 Comparison of hypothetical models and alternative models*

Model	Factor	$\chi^2$	df	CFI	GFI	RMSEA
Hypothetical Model	4-factor	79.94	48	.97	.94	.06
Model 1	3-factor	265.50	51	.81	.79	.15
Model 2	2-factor	444.84	53	.66	.67	.20
Model 3	1-factor	545.06	54	.57	.63	.22

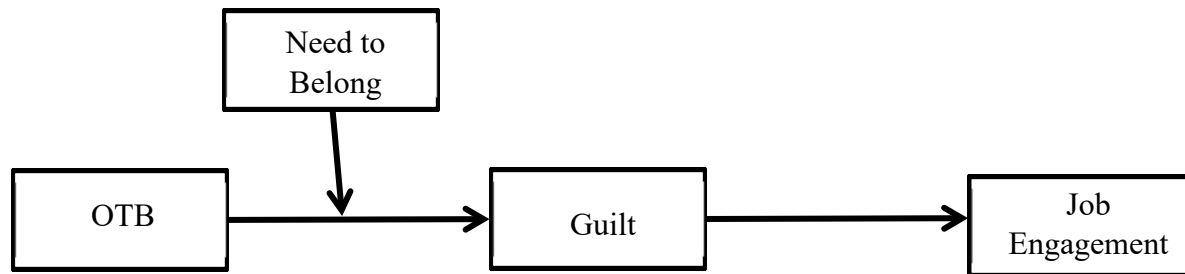
Note. Hypothetical model: OTB (organisational Trojan-horse behaviour), Guilt, Job Engagement, Need to Belong

Model 1: Guilt and Job Engagement were merged as one factor.

Model 2: OTB, Guilt and Job Engagement were merged as one factor.

Model 3: All variables are merged as one factor.

Figure 2



Note. OTB (organisational Trojan-horse behaviour)

Table 5

*Regression results for simple mediation (Job engagement as dependent variable)*

Variables	<i>B</i>	SE	<i>t</i>	<i>p</i>
Direct and Total effects				
guilt regressed on Job engagement	0.20***	0.05	3.91	.000
OTB regressed on guilt	-0.35***	0.07	-4.93	.000
Bootstrap results for indirect effect				
	M	SE	LL 95% CI	UL 95% CI
Effect	-0.07***	0.03	-.13	-0.03

Note. *n* = 182. Unstandardized regression coefficients are reported. Bootstrap sample size = 10000. LL = lower limit; CI = confidence interval; UL = upper limit. Gender, age, tenure, education level, OCB, and CWB were controlled in the model. OTB (organisational Trojan-horse behaviour).

\**p* < .05. \*\**p* < .01. \*\*\**p* < .001.

Table 6

*Regression Results for Conditional Indirect Effect at Need to Belong*

Predictor	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Guilt				
Constant	5.68***	1.21	4.71	.000
OTB	-1.26***	0.36	-3.54	.000
Need to belong	-0.51	0.28	-1.81	.071
OTB X need to belong	0.24**	0.09	1.61	.0095
Need to belong	Indirect effect	Boot <i>SE</i>	Boot LLCI	Boot ULCI
Conditional indirect effect at need to belong = <i>M</i> +/- 1 SD				
- 1 SD (29.17)	-0.50	0.09	-0.68	-0.32
<i>M</i> (33.55)	-0.35	0.07	-0.49	-0.22
+1 SD (37.93)	-0.20	0.09	-0.38	-0.03
Moderated Mediation	Index	Boot <i>SE</i>	Boot LCCI	Boot ULCI
	0.04	0.02	0.01	0.09

Note. *n* = 182 Unstandardized regression coefficients are reported. Bootstrap sample size = 10,000. LL = lower limit; CI = confidence interval; UL = upper limit. OTB (organisational Trojan-horse behaviour).

\**p* < .05. \*\**p* < .01. \*\*\**p* < .001.

Figure 3

