

## **Abstract**

This study, involving 179 employees from 46 work groups in 6 universities, examined how individuals' organizational citizenship behavior (OCB) and its behavioral intentions were affected by both individual- and group-level characteristics. At the individual level, results showed that employees with a prosocial orientation, who was satisfied with the job, or who identified with the work group, engaged in more OCB. After controlling for individual characteristics, hierarchical linear modeling (HLM) analyses revealed that employees whose group members performed more OCB (high OCB mean) and similar levels of OCB (low OCB variance) engaged in more OCB. An individual's affective and cognitive evaluations toward OCB would influence the intentions in engaging in OCB in the future. Finally, it was found that the effect of affective evaluations on OCB intentions was stronger if group members engaged in similar degree of OCB.