

Presentation

Instructions: Please indicate the extent to which you engage in the following behaviors at work. There are no right or wrong answers to these questions, so please respond honestly. (1 = strongly disagree, 5 = strongly agree)

1. I break organizational rules or policies to do my job more efficiently.
2. I violate organizational policies to save the company time and money.
3. I ignore organizational rules to “cut the red tape” and be a more effective worker.
4. When organizational rules interfere with my job duties, I break those rules.
5. I disobey company regulations that result in inefficiency for the organization.
6. I break organizational rules if my co-workers need help with their duties.
7. When another employee needs my help, I disobey organizational policies to help him/her.
8. I assist other employees with their work by breaking organizational rules.
9. I help out other employees, even if it means disregarding organizational policies.
10. I break rules that stand in the way of good customer service.
11. I give good service to clients or customers by ignoring organizational policies that interfere with my job.
12. I break organizational rules to provide better customer service.
13. I bend organizational rules so that I can best assist customers.

Note #1: We have also used a frequency-type response scale in ongoing research (1 = never, 5 = very often) when we are more interested in how much PSRB is occurring relative to whether or not people endorse performing the behaviors. Either response option is defensible based on a careful consideration of your research question and theory.

Note #2: I recommend that you present the items in a randomized order if using a computer-based survey.

Scoring

The scale score can be calculated by taking the average of all 13 items, or specific sub-scale scores can be derived by averaging the responses to the following sets of items:

- 1-5: Efficiency subscale Items
- 6-9: Co-worker assistance subscale Items
- 10-13: Customer service subscale

Comparing PSRB to CWB/Destructive Deviance

The GPSRBS, like most measures of constructive deviance, consists of items that specify both a behavior and a prosocial motive that underlies it. In contrast, measures of CWB and destructive deviance usually specify a behavior only. This can lead to confusing findings because people may endorse CWB items for both destructive and constructive reasons, which confounds and strengthens the relationship observed between the GPSRBS and measures of CWB.

Consequently, if you intend to measure both types of deviance in a study, I recommend that you modify the instructions of the CWB measure you select. Be clear that participants should only

endorse the CWB items to the extent that they commit those behaviors for self-interested or vindictive reasons, not pro-social reasons.

Original Citation

Dahling, J.J., Chau, S.L., Mayer, D.M., & Gregory, J.B. (2012). Breaking rules for the right reasons? An investigation of pro-social rule breaking. *Journal of Organizational Behavior*, 33, 21-42

Select Validity Evidence

Ambrose, M.L. Taylor, R., & Hess, R.L. (2015). Can I help you? Employee prosocial rule breaking as a response to organizational mistreatment of customers. In P.L. Perrewé, J.R.B. Halbesleben, & C.C. Rosen (Eds.), *Research in occupational stress and well-being* (Vol. 13, pp. 1-31). Bingley, UK: Emerald.

Youli, H., Xixi, L., & Wang, X. (2014). The effects of transformational leadership on employees' pro-social rule breaking. *Canadian Social Science*, 10, 128-134.