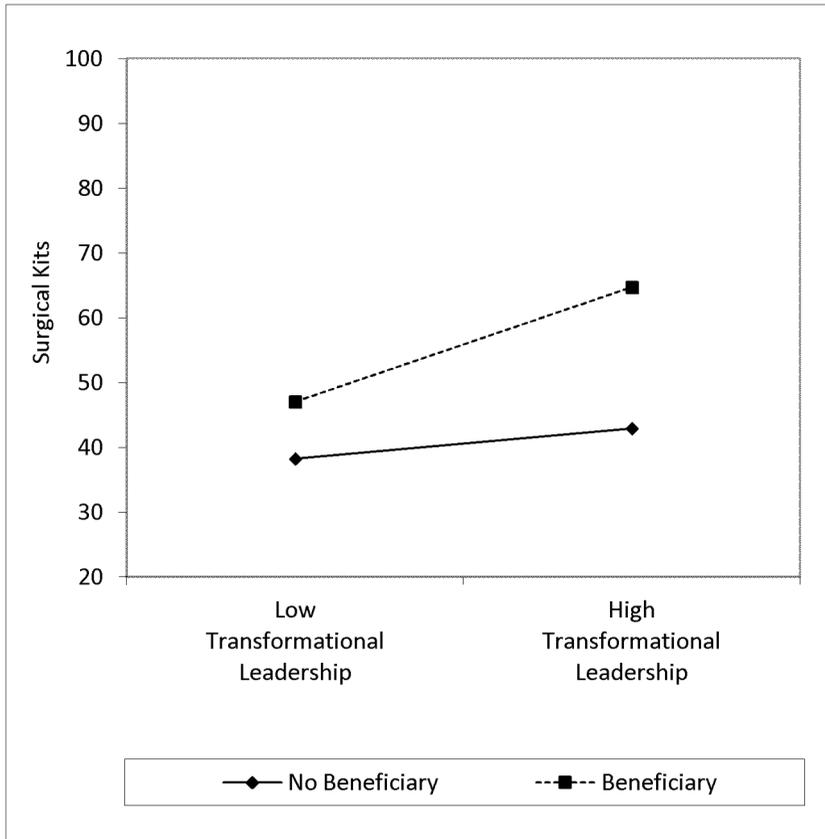**Figure 1**
Interaction of Transformational Leadership and Beneficiary Contact on Job Performance

Both transformational leadership ($F(1,88) = 13.04$, p = .001) and self-persuasion manipulation ($F(1,88) = 20.62$, $p < .001$) had positive main effects on participant performance.

We tested hypotheses 3a and 3b using a three-step moderated mediation procedure suggested by Edwards and Lambert (2007). Both hypotheses posited first-stage moderation; that is, we expected that both the beneficiary contact condition and the self-persuasion intervention would strengthen the relationship between transformational leadership and perceived pro-social impact, and in turn, perceived pro-social impact would positively affect job performance. For both interaction effects—that is, for transformational leadership × beneficiary contact and transformational leadership × self-persuasion—perceived impact may be considered a mediator if (1) the interaction generates an increase in perceived impact, (2) the interaction significantly affects job performance when perceived impact is not controlled for, (3) perceived impact has a significant, unique effect on job performance, and (4) the effect of the interaction on job performance becomes insignificant when perceived impact is added to the model (MacKinnon and Dwyer 1993; MacKinnon, Warsi, and Dwyer 1995; Preacher and Hayes 2004).

APPENDIX 1 (continued)

Public service motivation (e.g. Alonso and Lewis 2001; Brewer and Selden 2000)	α = .75; ρ = .89; AVE = .64	
	− Meaningful public service is very important to me	.77***
	− I am often reminded by daily events about how dependent we are on one another	.81***
	− Making a difference in society means more to me than personal achievements	.86***
	− I am prepared to make enormous sacrifices for the good of society	.82***
	− I am not afraid to go to bat for the rights of others even if it means I will be ridiculed	.85***
Tranformational ledership (Avolio, Bass, and Jung 1999; Northouse 2009)	α = .89; ρ = .93; AVE = .62	
	− Provides appealing images about what we can do (inspirational motivation)	.78***
	− Help others find meaning in their work (inspirational motivation)	.84***
	− Instill pride in me for being associated with her (idealized influence)	.70***
	− Specifies the importance of having a strong sense of purpose (idealized influence)	.78***
	− Enable others to think about old problems in new ways (intellectual stimulation)	.81***
	− Seeks differing perspectives when solving problems (intellectual stimulation)	.74***
	− Helps others develop themselves (individualized consideration)	.85***
	− Spends time teaching and coaching (individualized consideration)	.81***
Beneficiary contact (Grant 2008c)	α = .81; ρ = .85; AVE = .72	
	− The project gave me the opportunity to meet the people who benefit from my work	.87***
	− The project provided me with contact with the people who benefit from my work	.85***
Self-persuasion (Gregory, Cialdini, and Carpenter 1982; Gordijn, Postmes and de Vries 2001)	α = .77; ρ = .82; AVE = .69	
	− Before performing the task, I carefully reflected on the ways in which my effort would benefit others	.83***
	− Before performing the task, I carefully reflected on why it is critical for other hospitals and pharmaceutical companies to join the project	.83***
Conscientiousness (Donnellan, Oswald, Baird, and Lucas 2006)	α = .85; ρ = .87; AVE = .62	
	− I get chores done right away	.64***
	− I often forget to put things back in their proper place (R)	.80***
	− I like order	.85***
	− I make a mess of things (R)	.84***
Intrinsic motivation (Ryan and Connell 1989)	α = .88; ρ = .83; AVE = .63	
	− My job is fun	.73***
	− I find my job engaging	.82***
	− I enjoy my work	.82***

α = cronbach's alpha; ρ = composite reliability values; AVE = average variance extracted.
*p < .05, **p < .01, ***p < .001.