

# The Moderating Effect of Compulsory Citizenship Behavior Pressure on the Attitudinal Factors and Organizational Citizenship Behavior Relationship

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## Abstract

Several researchers in the organizational citizenship behavior (OCB) field claim that some of the behaviors that have thus far been classified as OCB emanate not by pure contributive motives to the organization but by implicit pressure from a supervisor or the organization. This study assumes that this compulsory citizenship behavior (CCB) pressure not only has a major effect on OCB, but also a moderating effect on OCB and its antecedent relationships. The results of the analysis of the data of 312 working persons reveal that the impacts of job satisfaction and organizational commitment on OCB are moderated by CCB pressure, as these effects weaken when CCB pressure is strong rather than weak. Implications for future studies are also provided.

**Keywords:** organizational citizenship behavior, compulsory citizenship behavior, job satisfaction, organizational commitment

## I. Introduction

Since Organ and his group proposed that researchers should consider a broad range of employee behaviors when investigating the impact of attitudinal factors such as job satisfaction (Organ, 1977; Bateman & Organ, 1983; Smith, Organ, & Near, 1983), organizational citizenship behavior (OCB) has been considered a behavior that is voluntarily performed by employees with a positive attitude toward the organization (Organ, 1988; Organ, Podsakoff, & MacKenzie, 2006). This type of behavior is considered desirable not only for the organization, but also for employees, because they have a strong feeling of identity vis-à-vis the organization, and their behaviors ensue from their heartfelt contributions to the organization. Therefore, OCB researchers initially did not focus on the negative or disadvantageous facets of OCB.

However, several researchers have begun to notice that OCB-displaying motives vary, and this type of behavior is not always performed based on an employee's voluntary

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motives regarding the organization. In particular, Bolino and Vigoda-Gadot argued that employees are sometimes tacitly pressured to exhibit extra-role behaviors beyond the range of formal obligations (Bolino, 1999; Bolino, Hsiung, Harvey, & LePine, 2015; Bolino & Turnley, 2003; Bolino, Turnley, Gilstrap, & Suazo, 2010; Bolino, Klotz, Turnley, & Harvey, 2013; Bolino, Turnley, & Nieoff, 2004; Vigoda-Gadot, 2006, 2007). This type of behavior might beleaguer an employee and be undesirable to the organization.

Re-examining OCB data collection methods, in conceptualizing OCB measurement items, past OCB researchers first provided the definition of OCB to respondents and then asked them to consider and indicate their own or their subordinates' concrete behaviors that met the definition. This method guarantees that at least some of these behaviors are as expected by OCB researchers. However, it does not always confirm that such behaviors are exhibited with such pure motives. For example, many employees responded that they sometimes helped their colleagues do their jobs even when they knew it was not their formal obligation. Thus, helping behaviors are regarded as OCB. However, this does not mean that all helping behaviors in the organization are necessarily performed voluntarily with such pure motives. In some cases, an employee might want to project himself or herself as a benevolent person to a colleague or supervisor who sees such helping behavior. Furthermore, another employee might feel pressured to help colleagues based on informal organizational norms.

When OCB researchers ask employees or their supervisors to answer questions about the frequency of the behavior corresponding to each OCB item, it is difficult for a supervisor to judge whether employees present OCB-like behaviors with pure motives to contribute to the organization or otherwise (Bolino, 1999). Even employees who exhibit OCB-like behaviors might be unable to ascertain whether each behavior is displayed only based on pure contributive motives or otherwise. Such employees might be motivated to change their attitudes to reduce their cognitive dissonance (Festinger, 1957; Aronson & Carlsmith, 1963). However, past OCB researchers simply assumed that all behaviors measured by traditional OCB scales are voluntarily conducted by employees who feel satisfied with the organization because these behaviors are not included in an employee's formal job requirements.

If traditional OCB scales measure behaviors exhibited voluntarily as well as involuntarily or compulsorily, the effect of attitudinal factors such as job satisfaction and organizational commitment on those behaviors are expected to be weak, because involuntary behaviors are exhibited regardless of the degree of such attitudinal factors. The present study empirically examines this effect by focusing on the moderating effects of involuntary citizenship behaviors.

## **II. Compulsory Citizenship Behavior**

The concept of OCB was initially premised on determining employees' behaviors that had a greater impact on job satisfaction than formal job requirements. This was because past studies revealed that formal jobs are less influenced by job satisfaction

than expected (Organ, 1977). Thus, because Organ (1977) seemed to believe that these behaviors (i.e., OCB) would ensue as a result of high job satisfaction, he did not have to consider the other motives underlying such behaviors.

When Organ used the term “good soldier’s syndrome” to describe the motive to exhibit OCB (Organ, 1988), he assumed OCB was only undertaken by good employees with a strong desire to contribute to the organization. Alternatively, he might have assumed that the voluntary contributive organizational behaviors by such employees should only be referred to as OCB. Thus, Organ and his research group naturally first focused on job satisfaction as an OCB antecedent by assuming that a happy employee with high job satisfaction would be willing to perform OCB activities. Notably, according to several reviews on OCB studies, OCB has been considered a dependent variable, while factors regarding positive individual attitudes toward the organization, such as job satisfaction and organizational commitment, have been regarded as independent variables that affect OCB (Organ, 1988; Organ & Ryan, 1995; Organ et al., 2006).

However, some researchers have gradually started indicating that OCB activities are not always performed discretionarily in a contributive motive context to the organization. First, according to Bolino (1999), OCB is exhibited not only based on the pure motive to contribute to the organization, but also according to the impression management under which employees try to represent themselves as good employees to their supervisor and peers. Bolino (1999) further considers that the possibility of an employee’s performance in OCB-related activities with the motive of impression management depends on an employee’s desire to succeed and on the supervisor’s tendency to consider OCB as desirable behavior in the organization as follows: “Individuals will be more likely to engage in OCBs when they believe that OCBs will be interpreted favorably by individuals who influence desired outcomes” (p. 87). This implies that an employee sometimes feels a silent pressure to exhibit OCB from his or her supervisor if recognizing that the supervisor regards OCB as desirable to the organization. Bolino (1999) also contends that “impression management motives moderate the relationship between OCB and organization/workgroup effectiveness; the relationship will be weaker when impression management concerns are present” (p. 91). Coercive power to engage in citizenship behavior has a similar moderating effect on impression management motives because employees act against their wishes.

Bolino and Turnley (2003) proposed the concept of “escalating citizenship.” This term indicates the phenomenon whereby an employee feels pressured to exhibit more citizenship behaviors beyond his or her formal job duties to be viewed as a good employee when his or her employer tends to consider citizenship as valuable and something that should be rewarded with promotion. In escalating the citizenship phenomenon, the competition of who is the best employee increases and each employee tries to exhibit more citizenship behaviors beyond the voluntary ones Organ and his group initially considered. Bolino et al. (2010) called this type of pressure to exhibit more citizenship behaviors “citizenship pressure,” and defined it as “a specific job demand in which an employee feels pressured to perform OCBs” (p. 836).

Furthermore, Vigoda-Gadot (2006) states that because organizations need an adequate share of OCB in a competitive environment, voluntary OCB induced by a good work environment is insufficient. It is also no uncommon for the organization or an employer to force employees to exhibit more OCB than that considered “conventional” (p. 78). Morrison (1994) empirically confirmed that employers and employees interpreted differently the line between formal jobs and OCB. Vigoda-Gadot (2006) cited Morrison (1994) and stated that “such multiple interpretations may also lead to various types of abusive or exploitative behaviors that impose extra-role activities on those who originally did not want to engage in them” (p. 84). He pointed out the importance of distinguishing between voluntary OCB and compulsory citizenship behaviors (CCB). CCB is an involuntary behavior that ensues from social or managerial pressure even without the receipt of formal rewards, and it belongs to a different behavioral category from conventional OCB, which an employee voluntarily engages in. We define CCB pressure as the informal pressure from a supervisor or the organization on an employee to perform citizenship behavior beyond what is expected from his or her pure motive to contribute to the organization.

Other researchers have also focused on citizenship pressure and compulsory citizenship. For example, Kang and Ryan (2016) reveal that altruism and civic virtue are considered more as in-role behaviors for senior employees than for junior employees. This means that senior employees are under more pressure to perform these types of OCB activities, even if they do not want to. Liu, Chow, and Huang (2019) argue that impression management such as ingratiation and exemplification forces employees to perform extra-role behavior activities against their true will. “Thus, to impress others by ingratiation or exemplification, especially immediate supervisors and powerful peers, an employee is likely to engage in informal and extra-role activities above and beyond the official job duties without any formal compensation, however, in the face of social or managerial pressure” (p. 3).

Previous studies considered the effect of CCB pressure on other factors. For example, Vigoda-Gadot (2006) contends that CCB pressure negatively affects job satisfaction, although job satisfaction has been known to positively affect OCB. Organ and Ryan (1995); Bolino et al. (2010); and Liu, Zhao, and Sheard (2017) report that CCB pressure increases employees’ mental burden and enhances job stress and conflict. For example, Bolino et al. (2010) state, “(c)itizenship pressure is likely to increase the occurrence of job stress among employees, too. Accordingly, when employees feel pressured to engage in behaviors that are beyond the requirements of their jobs, it is likely to increase their stress levels” (p. 840).

In contrast, the present study argues that CCB pressure has a moderating effect on OCB and its antecedents when OCB and CCB pressure are measured simultaneously. As described above, this is because most representative OCB scales ask about the frequency of behaviors classified into OCB without regarding the motives behind them. Thus, according to the circumstances of employees in the organization, the behaviors measured by such OCB scales include those compulsorily undertaken, at least to some degree.

### III. Effect of Compulsory Citizenship Behavior

Most OCB researchers have tried to empirically show the positive or negative effects of various individual factors on OCB (see Organ et al., 2006 for the review). First, job satisfaction has been consistently identified as an OCB antecedent since the earliest OCB studies (Bateman & Organ, 1983; Smith et al., 1983; Organ & Ryan, 1995). Organizational commitment is also known as an individual attitudinal factor that positively influences OCB (Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005; Lawrence, Ott, & Bell, 2012; Moorman & Harland, 2002; Morrison, 1994).

Furthermore, Vigoda-Gadot (2006) anticipates a negative relationship between CCB and OCB based on the finding that abusive supervision has a negative impact on OCB. However, the relationship between them depends on how researchers collect and measure data on OCB. For example, based on helping, which is considered one representative OCB item, if a researcher asks a respondent whether “an employee is willing to voluntarily help a coworker,” the degree to which the employee engages in voluntary OCB might be elicited; consequently, the relationship between CCB pressure and OCB would be negative. Zhao, Peng, and Chen (2014) reveal a negative correlation between CCB (pressure) and OCB. Their OCB scales emphasize the spontaneity of behaviors with the phrases “without receiving extra pay” and “will not count toward one’s performance evaluation.” On the other hand, their CCB (pressure) items emphasize “pressure to engage in extra-work.” This contrast may induce a negative relationship between CCB and OCB.

Nonetheless, traditional OCB scales only ask about the degree to which an employee helps a coworker without paying attention to the motives to do so. Thus, respondents have no choice other than to evaluate the total amount of OCB-like behaviors, including a mix of voluntary and compulsory ones. While there is a negative relationship between voluntary CCB pressure and OCB, CCB pressure is considered to have a positive effect on OCB “measured” with traditional OCB scales.

Moreover, CCB pressure has a moderating effect on OCB and its antecedent relationships. Regarding the effect of OCB-like behaviors not based on contributive motives but owing to impression management, Bolino (1999) notes that “(t)he relationship between traditional motives and citizenship behaviors is moderated by impression management motives; the relationship will be weaker when impression management motives are present” (p. 90). As mentioned, impression management motives are considered strong when a supervisor considers OCB valuable and provides implicit pressure on an employee to engage in OCB. Furthermore, Vigoda-Gadot (2006) considers that a supervisor’s citizenship pressure on an employee is abusive, while Tepper, Duffy, Hoobler, and Ensley (2004) confirm that abusive supervision moderates OCB and its antecedent relationship. For example, they found that although the relationship between job satisfaction and OCB was positive when abusive supervision was low, this relationship became negative when it was high. From these viewpoints, citizenship pressure is considered to have a moderating effect on OCB and its

antecedent relationship.

## IV. Hypotheses

As described in the preceding section, CCB pressure is considered to have a direct influence on OCB and a moderating effect on the relationship between OCB and its antecedents. First, as described in the previous section, the effect of CCB pressure on OCB depends on how OCB data are collected. Traditional OCB scales developed and utilized by researchers measure OCB frequency while neglecting the motives underlying such behaviors. Thus, as these traditional OCB scales are utilized, we propose the following hypothesis:

H1: CCB pressure will have a positive effect on OCB.

Second, CCB pressure is considered to moderate the effect of the antecedents on OCB. Some OCB-like behaviors are considered to be performed not by high job satisfaction and high organizational commitment, but by the implicit compulsory pressure to do them; thus, the direct effect of these antecedents on OCB is expected to be weak when CCB pressure is strong. This is because OCB will be exhibited based on compulsory pressure from the supervisor or organization, even if job satisfaction, overall satisfaction, and organizational commitment are low. Thus, CCB pressure can be considered to have a moderating effect on these relationships, as posited in the following hypotheses:

H2: The positive effect of job satisfaction on OCB will be weaker when CCB pressure is strong rather than when it is weak.

H3: The positive effect of overall satisfaction on OCB will be weaker when CCB pressure is strong rather than when it is weak.

H4: The positive effect of organizational commitment on OCB is weaker when CCB pressure is strong rather than when it is weak.

## V. Research Method

### 1 Sample

In this study, data were collected by utilizing the net research service of Macromill, Inc., wherein many people are registered as potential respondents. The author asked the company to collect data from contracted people who worked with others in the workplace, regardless of employment status. This is an important requisite for data collection for an OCB study because helping others in the workplace is typical OCB. Data were collected in October 2019. The final sample consisted of 312 individuals (177 males and 135 females). Respondents' ages ranged from 20–65 years, with a mean age of 38.23 years. Although the nationalities of the respondents were not confined, most were considered Japanese because the questionnaire was presented in Japanese.

## 2 Measures

Scales confirmed by previous studies were used in this research. The author translated the original English sentences of the items into Japanese, although some expressions were slightly modified according to the Japanese culture and work environment.

**Organizational citizenship behavior.** The seven-item OCB for individuals (OCB-I) scale developed by Williams and Anderson (1991) was used. This scale measures the degree to which behaviors including various kinds of helping behaviors toward a supervisor, coworkers, and newcomers are performed by a focal employee without asking about the motives underlying these behaviors. While we translated each item into Japanese, the expression “a personal interest in other employees” in one of the original items was changed to “empathetic toward other employees,” because the former might give a false impression to Japanese respondents of a privacy breach when translated into Japanese. Items regarding contributive behaviors toward other people are considered typical of voluntary behaviors, regardless of cultural differences. They are also appropriate for this type of study because they are more susceptible to implicit pressure from the organization. Cronbach’s alpha for these seven items was 0.825.

**Job satisfaction and overall satisfaction.** Spector (1985) developed 36 items to measure 9 aspects of job satisfaction (4 items per aspect). These aspects include pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, work itself, and communication. In this study, only 20 items were employed to measure satisfaction to cover the aspects of pay, supervision, co-workers, work itself, and communication. Two satisfaction variables were created. First, four items regarding satisfaction with the work itself were utilized to create a variable regarding job satisfaction. Second, the other satisfaction was composed of all 20 items, which means overall satisfaction. Cronbach’s alphas for the former 4 items and the 20 items were 0.755 and 0.871, respectively.

**Organizational commitment.** The six-item overall organizational commitment scale by Marsden, Kalleberg, and Cook (1993) was utilized in this study. Considering the relatedness of Meyer and Allen’s (1991) organizational commitment classification, which comprises affective, normative, and continuance factors, this scale can be closely related to affective commitment. Cronbach’s alpha for the six items was 0.829.

**Compulsory citizenship behavior pressure.** To measure CCB pressure, the five-item CCB (pressure) scale by Vigoda-Gadot (2007) was adopted. According to him, this scale is to measure “employees’ engagement in extra-role, but not necessarily voluntary, behaviors that are conducted under duress and not as a result of the self-driven goodwill of the individual and himself/herself” (p. 387). Although this scale reflects his idea of CCB pressure, it is unclear if five items are sufficient to measure the various aspects thereof because they represent the whole atmosphere in the workplace and their relationship with concrete OCBs is ambiguous. Thus, the following three items were added: “There is social pressure in this organization that a good worker should help an inferior worker”; “If I complain about my job, my words might be used against me”; and “There is an organizational climate that customs and conventions in the organization

should be strictly complied with.” Cronbach’s alpha for the eight items was 0.776, indicating sufficient internal reliability.

Gender (male:1, female:2) and age (real) were treated as control variables.

## VI. Results

### 1 Means, Standard Deviations, and Inter-Correlations regarding Variables

Table 1. Means, standard deviations, and inter-correlations regarding variables.

	Mean	Std. Dev.	1	2	3	4	5	6	7
1. gender	1.433	0.496	-						
2. age	38.231	10.512	-0.006	-					
3. job satisfaction (JS)	3.149	0.906	-0.069	0.068	(0.755)				
4. overall satisfaction (OS)	3.082	0.615	-0.110	-0.038	0.706**	(0.871)			
5. organizational commitment (OC)	2.684	0.793	-0.162**	0.075	0.627**	0.712**	(0.829)		
6. CCB pressure	3.121	0.651	0.058	0.034	0.000	-0.124*	-0.049	(0.799)	
7. OCB	3.609	0.671	0.128*	0.085	.269**	0.188**	0.143*	0.168**	(0.825)

N = 312, \*\*, p < 0.01, \* : P < 0.05

Table 1 shows the means, standard deviations, and inter-correlations of the variables. Cronbach’s alpha values are displayed on the diagonal line of the correlation matrix. Based on the results of the correlation analysis, the following points were determined:

First, gender has a significantly positive correlation with OCB ( $\gamma = 0.128$ ,  $p < 0.05$ ), which means that female employees have a greater tendency to consider performing OCB for their supervisors or colleagues than their male counterparts. However, gender was not significantly correlated with job satisfaction ( $\gamma = -0.069$ , n.s.) or overall satisfaction ( $\gamma = -0.110$ , n.s.). Further, gender had a significant negative correlation with organizational commitment ( $\gamma = -0.162$ ,  $p < 0.01$ ). This means that the tendency of female employees to engage in more OCB is not due to these attitudinal factors, but to their gender characteristics.

The correlations between OCB and job satisfaction ( $\gamma = 0.269$ ,  $p < 0.01$ ), overall satisfaction ( $\gamma = 0.188$ ,  $p < 0.01$ ), and organizational commitment ( $\gamma = 0.143$ ,  $p < 0.05$ ) were significantly positive, as expected. The correlation between OCB and CCB pressure was significantly positive ( $\gamma = 0.168$ ,  $p < 0.01$ ), supporting H1. As mentioned, this relationship could change depending on the scale used to measure OCB. We utilized the traditional scale of Williams and Anderson (1991), who asked about the degree to which a focal employee performed predefined OCB activities without inquiring about his or her motives when performing them. Thereafter, respondents tended to answer the degree of such behaviors including voluntary and involuntary ones.

Interestingly, the correlations between CCB pressure and attitudinal factors were inconsistent. Although the correlation between CCB pressure and overall satisfaction was significantly negative, other inter-correlations regarding CCB pressure were not significant. It was assumed that employees disliked feeling pressured by the organization, and their job satisfaction or organizational commitment decreased when they were



pressured to act against their wishes. However, some employees might have considered that high pressure meant high expectations from their supervisor or organization. If so, at least for some employees, this pressure might play a role in enhancing some of these attitudinal factors.

Table 2. Results of the hierarchical regression analysis (job satisfaction).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adj R <sup>2</sup>	F/Sig.
	B	Std. Error	Beta				
1 (Constant)	3.151	0.180		17.550	<0.001		
gender	0.174	0.076	0.129	2.294	0.022	0.018	3.771 /
age	0.005	0.004	0.086	1.523	0.129		/0.024
2 (Constant)	3.191	0.171		18.659	<0.001		
gender	0.187	0.073	0.138	2.581	0.010		
age	0.004	0.003	0.062	1.148	0.252	0.112	10.806 /
job satisfaction (JS)	0.203	0.040	0.275	5.114	<0.001		< 0.001
CCB pressure	0.162	0.055	0.158	2.943	0.003		
3 (Constant)	3.192	0.170		18.732	<0.001		
gender	0.189	0.072	0.140	2.615	0.009		
age	0.004	0.003	0.060	1.126	0.261	0.118	9.350 /
job satisfaction (JS)	0.200	0.040	0.271	5.055	<0.001		<0.001
CCB pressure	0.166	0.055	0.161	3.019	0.003		
JS×CCB pressure	-0.096	0.054	-0.096	-1.794	0.074		

Dependent Variable: OCB

Table 3. Results of the hierarchical regression analysis (overall satisfaction).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adj R <sup>2</sup>	F/Sig.
	B	Std. Error	Beta				
1 (Constant)	3.151	0.180		17.550	<0.001		
gender	0.174	0.076	0.129	2.294	0.022	0.018	3.771 /
age	0.005	0.004	0.086	1.523	0.129		/0.024
2 (Constant)	3.117	0.174		17.914	<0.001		
gender	0.194	0.074	0.143	2.630	0.009		
age	0.006	0.003	0.088	1.625	0.105	0.088	8.527 /
overall satisfaction (OS)	0.250	0.060	0.230	4.182	<0.001		<0.001
CCB pressure	0.191	0.056	0.185	3.383	0.001		
3 (Constant)	3.132	0.173		18.094	<0.001		
gender	0.175	0.074	0.130	2.373	0.018		
age	0.006	0.003	0.089	1.654	0.099	0.099	7.831 /
overall satisfaction (JS)	0.183	0.067	0.167	2.711	0.007		<0.001
CCB pressure	0.177	0.056	0.172	3.149	0.002		
OS×CCB pressure	-0.175	0.081	-0.132	-2.154	0.032		

Dependent Variable: OCB

Table 4. Results of the hierarchical regression analysis (organizational commitment).

Model	Unstandardized		Standardized	t	Sig.	Adj R <sup>2</sup>	F/Sig.
	Coefficients		Coefficients				
	B	Std. Error	Beta				
1 (Constant)	3.151	0.180		17.550	<0.001		
gender	0.174	0.076	0.129	2.294	0.022	0.018	3.771
age	0.005	0.004	0.086	1.523	0.129		/0.024
2 (Constant)	3.161	0.176		17.995	<0.001		
gender	0.198	0.075	0.147	2.635	0.009		
age	0.004	0.004	0.067	1.224	0.222	0.064	6.360 /
organizational commitment (OC)	0.144	0.047	0.170	3.039	0.003		<0.001
CCB pressure	0.170	0.057	0.165	3.005	0.003		
3 (Constant)	3.166	0.175		18.080	<0.001		
gender	0.185	0.075	0.137	2.461	0.014		
age	0.005	0.004	0.072	1.305	0.193	0.071	5.722 /
organizational commitment (OC)	0.158	0.048	0.187	3.306	0.001		<0.001
CCB pressure	0.148	0.058	0.143	2.550	0.011		
OC×CCB pressure	-0.111	0.064	-0.100	-1.733	0.084		

Dependent Variable: OCB

## 2 Results of the Hierarchical Regression Analysis

Tables 2–4 show the results of the hierarchical regression analysis to examine the moderating effect of CCB pressure. Here, gender and age were entered into the equation as control variables in the first step, and an independent variable and a moderator (CCB pressure) were added in the subsequent step. Finally, the product of an independent variable and CCB pressure was added to the equation to examine the moderating effect of CCB pressure on attitude and the OCB relationship.

In the first step, while gender had a significantly positive impact on OCB ( $\beta = -0.119$ ,  $p = 0.032$ ), age did not ( $\beta = 0.086$ , n.s.). This is expected from the results presented in Table 1. The results of the analysis also show that job satisfaction, overall satisfaction, and organizational commitment have a significantly positive impact on OCB before entering the moderating factor (job satisfaction:  $\beta = 0.275$ ,  $p < 0.001$ ; overall satisfaction:  $\beta = 0.230$ ,  $p < 0.001$ ; organizational commitment:  $\beta = 0.170$ ,  $p = 0.003$ ), as expected from previous research. The impact of CCB pressure on OCB is also significantly positive regardless of the differences in the attitudinal factors as independent variables ( $\beta = 0.158$ ,  $p = 0.003$  for job satisfaction,  $\beta = 0.185$ ,  $p = 0.001$  for overall satisfaction, and  $\beta = 0.165$ ,  $p = 0.003$  for organizational commitment). This means that employees tend to increase OCB when they feel pressured by the organization or their supervisor to engage in OCB. This result supports H1.

The results regarding the moderating effect of CCB pressure are also consistent. Each of the products of CCB pressure and each of the three attitudinal factors is negative at least at the 0.1 significance level (job satisfaction:  $\beta = -0.096$ ,  $p = 0.074$ ; overall satisfaction:  $\beta = -0.119$ ,  $p = 0.032$ ; organizational commitment:  $\beta = -0.100$ ,  $p = 0.084$ ), which is consistent with H2–H4.

### 3 Simple Slope Analysis regarding CCB Pressure and Attitudinal Factors\*

Figures 1–3 show how OCB, affected by attitudinal factors as antecedents, moves differently depending on the strength of CCB pressure. According to a general rule, these figures adopt one standard deviation above and below the means of attitudes and CCB pressure as high and low criteria for such variables.

First, Figure 1 shows that OCB is higher under a high rather than low CCB pressure condition. This is in accordance with the result of the significantly positive effect of CCB pressure on OCB in the previous regression analysis. A simple slope test comparing two gradients of the slope for two situations produced a result of 0.138 ( $t = 2.563$ ,  $p = 0.011$ ) for the high CCB pressure situation and 0.263 ( $t = 5.086$ ,  $p < 0.001$ ) for the low CCB pressure situation. Although both slopes are significantly positive, Figure 1 also shows that the gradient of the slope is gentler for the high CCB pressure situation than for the low CCB pressure situation, meaning that OCB pressure is less affected by job satisfaction for the former than for the latter. This tendency supports H2.

Figure 1. Moderating effect of CCB pressure (job satisfaction).

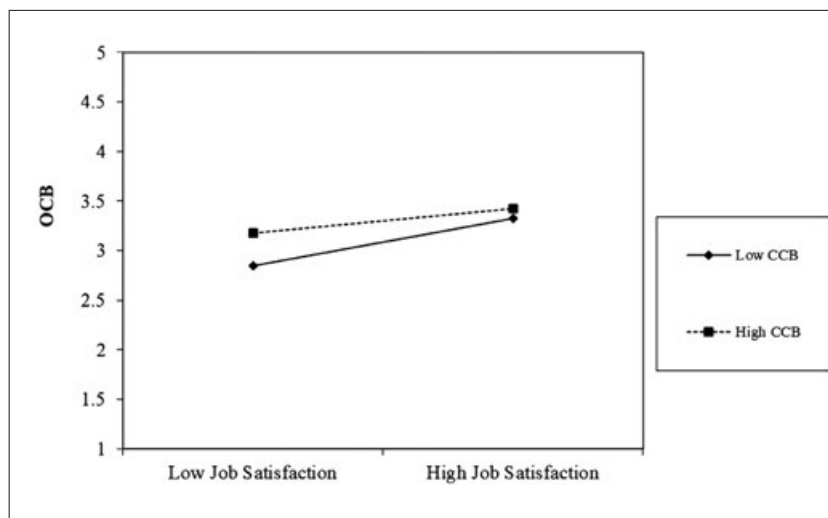


Figure 2 shows whether CCB pressure has a moderating effect on overall satisfaction and the OCB relationship. In the analogy of the result regarding job satisfaction, a high CCB pressure situation produces more OCB than a low CCB pressure situation. Although the gradient of the slope for the low CCB pressure situation was significantly positive—0.296 ( $t = 4.686$ ,  $p < 0.001$ )—the slope for the high CCB pressure situation was not significant: 0.069 ( $t = 0.667$ ,  $p = 0.505$ ). This indicates that high CCB pressure insulates OCB from the effect of overall satisfaction. This is a slightly different aspect of the result regarding job satisfaction as an antecedent of OCB. However, H3 is supported by this result.

\* [www.jeremydawson.co.uk/slopes.htm](http://www.jeremydawson.co.uk/slopes.htm)

Figure 2. Moderating effect of CCB pressure (overall satisfaction).

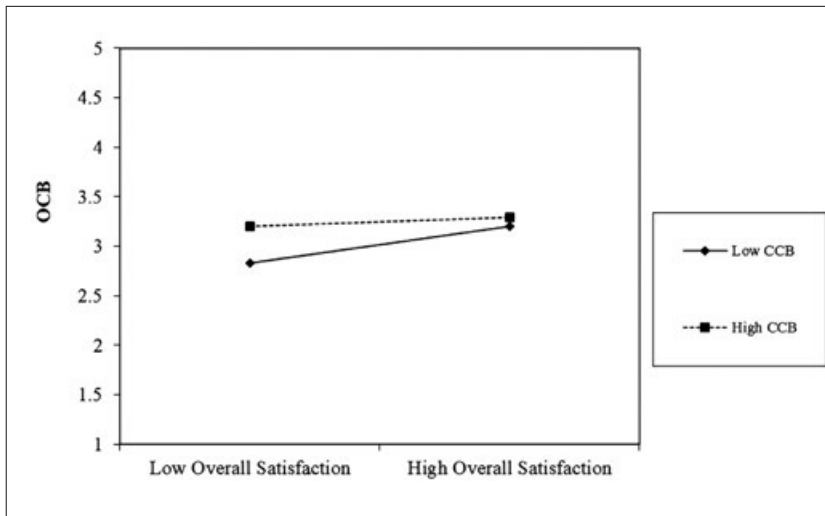
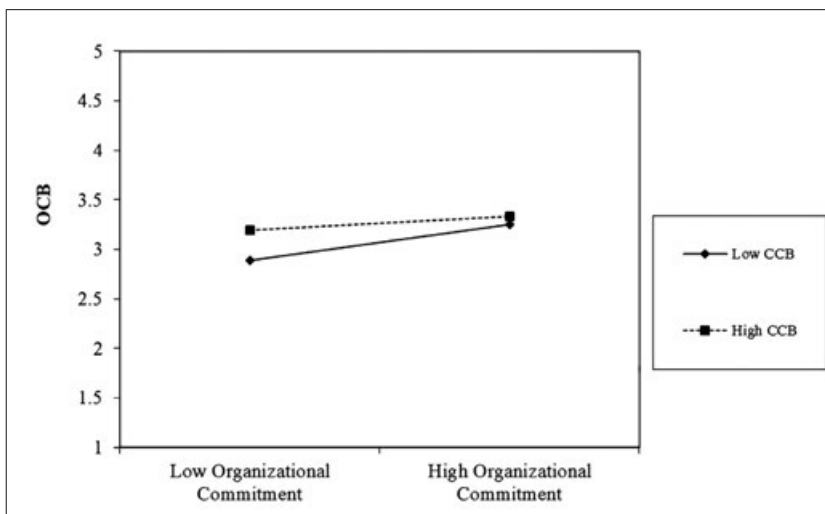


Figure 3 shows how CCB pressure moderates the relationship between organizational commitment and OCB. This figure is similar to Figure 2. A high CCB pressure situation produces higher OCB than a low CCB pressure situation. Although the gradient of the slope for the low CCB pressure situation is significantly positive: 0.230 ( $t = 3.352$ ,  $p = 0.001$ ), the slope for the high CCB pressure situation is not significant: 0.086 ( $t = 1.487$ ,  $p = 0.138$ ). This means that as with the result for overall satisfaction, the positive effect of organizational commitment on OCB is only seen in the low CCB pressure situation, and the effect of organizational commitment on OCB is insulated in the high CCB pressure situation. This supports H4.

Figure 3. Moderating effect of CCB pressure (organizational commitment).



These results support our hypotheses. However, the reason job satisfaction is still influential on OCB for the high CCB pressure situation, and overall satisfaction and organizational commitment are not, is considered in the next section.

## **VII. Discussion**

We hypothesized that the effect of antecedents on OCB would be weaker when CCB pressure is strong rather than when it is weak, because CCB pressure increases OCB-like behaviors as measured by traditional OCB scales. The empirical analysis in this study reveals that the effects of the two types of satisfaction and organizational commitment on OCB are moderated by CCB pressure.

Notably, the findings of the study show that the effect of job satisfaction on OCB is weak but still significant, while the significant effect of overall satisfaction and organizational commitment on OCB is attenuated when CCB pressure is strong. Although the reason for this result is unknown, it could be attributed to the fact that overall satisfaction and organizational commitment are attitudes toward the organization, while job satisfaction is related to attitude toward an employee's work or job. CCB pressure is a type of informal pressure from the organization or supervisor, not from the job. When CCB pressure is strong, the effect of positive attitudes toward the organization on OCB might be reversed with a negative emotion about the organization evoked by high pressure from it. In contrast, the effect of job satisfaction on OCB weakens but remains when CCB pressure is high, because an employee can simultaneously have a positive attitude toward his or her job and a negative emotion regarding the organization. However, this inference should be verified in future studies.

## **VIII. Conclusion**

This study argued that behaviors measured by traditional OCB scales are not necessarily what Dennis Organ and colleagues intended as discretionary contributive behaviors to an organization. Rather, they are a mixture of discretionary and compulsory behaviors. It was also empirically revealed that attitude and the OCB relationship would be weaker when the degree of CCB pressure is higher than when it is lower.

The finding of this study that employees' positive attitudes toward their job or the organization do not always produce a desirable effect on the organization depending on how strongly they feel pressured highlights an important practical implication. In a real organization, managers' style and words could significantly impact employees' recognition of how strongly they are implicitly pressured, even if managers do not intend to pressurize them. While it is important for managers to enhance their subordinates' favorable attitudes toward their job and the organization, it might be more important for them to ensure that satisfied subordinates feel no pressure and freely contribute to the organization according to their will.

As an empirical study, some limitations of the present research are as follows: First,

only OCB-I was adopted as the OCB dimension. Although interactional behaviors such as OCB-I are considered one of the most susceptible behaviors, future studies should deal with the multiple aspects of OCB and compare the results. Second, the reliability of the CCB pressure scale used here has not been rigorously confirmed. Finally, the effect of additional control variables such as length of service should also have been considered. Although the effect of length of service on OCB was similar to that of age under lifetime employment tradition in Japan, this labor practice might be collapsing, and a unique effect of service years might be observed if both variables were considered. However, these limitations do not diminish the overall value of the present study and should be resolved in future studies.

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