ORGANIZATIONAL CITIZENSHIP BEHAVIOR LEADS TO BEHAVIORS ORIENTING SELF-BENEFIT: A VIEWPOINT FROM SELF-REGULATION PERSPECTIVE

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Abstract

Organizational citizenship behaviors (OCBs) always draw so much attention from scholars as well as managers owing to the incontrovertibly positive results organizations are able to come down with them. Over the past seven years, a dispute between the positive and negative outcomes of this behaviour, both in terms of attitude and behavior, has been emerging to re-question whether organizations deliberate to promote OCBs in the sense of understanding what brings about OCBs' benefit and downside. This research is based on the self-determination theory (SDT) and moral licensing theory (MLT) to investigate the simultaneously negative impacts of OCBs. This study aimed at the OCBs' following behaviors, which explains why employees do not continue to maintain good behaviors or engage in wrongdoings. As a result, this research contributes theoretical and practical manners on the impact of OCB from perception to behavior.

Keywords: organizational citizenship behaviors, self-determination theory, political actions, moral licensing theory

JEL Code: M10, M12

Introduction

After a long period of research, scholars focused on a range of issues from definitions, scales, antecedences of OCB, and the positive impacts of OCB on the individual, departmental and organizational levels. Up to now, the trend of OCB research is focusing on how OCBs give rise to psychological and behavioral effects on people having OCB. This is summarized in the study of Organ (2018). The author divided the research on OCB into two large periods from 1983 to 2005 and from 2005 to 2016. In the later period, the author emphasized a great deal of interest and practical themes through which the downside emerges as an instrumental culprit underdetermining actors' wellbeing and demolishing organizational climate as well.

Accordingly, Dalal et al. (2009) stated there are an array of variations in OCB implementation and individual differences. It is inevitable that those who act OCB toward their organizations or co-workers ensure to meet their role's tasks at once. Therefore, Organ asserted that the magnitude of acting OCBs that actors have fluctuated surely. It is not controversial that those who act OCB toward their organizations or co-workers ensure to meet their role's tasks at the same time. It is these demands that cause fatigue, negative feelings, and even negative or self-interest actions. This is confirmed in the study of Bolino et al. (2015) in which authors reveal that perceived organizational support, quality of team–member exchange and the pressure exerted for OCB will result in higher levels of fatigue because of maintaining OCB. In addition, recent researches demonstrate that the basic assumption through that several psychological and social theories explain plentiful human behaviors is the consistency in human actions.

But this belief has exposed many weaknesses and impracticalities. Therefore, there is a real need to have an approach to explain the diversity of human cognition and behavior. One of several psychological theories that take the oscillation of human perceptions and behavior into account is the Moral licensing theory a useful approach to explain why people behave immorally after their good deed. From the foregoing, this study was conducted to answer two questions. What mechanism leads to negative or beneficial actions for oneself after performing good deeds.

1   Literature and Hypotheses

1.1   OCB as a source of meaning

One of the ways people are likely to find their life's meaning is through work. It is the work process, not other social processes, that brings about people many things in life. Individuals can find various meanings through the daily work in which humans are able to consider what makes them enjoy such as being able to take care of themselves and their family, having social connections, being able to do the things people are interested in, having the opportunity to prove their self, and more importantly, becoming the ideal image that they have expected.

Self-determination theory (SDT), which can explain many domains in life, has been studied by Deci and Ryan since the early 1970s. A special feature of this theory compared to other theories of the same time is that it views motivation as a total of two elements (Deci & Ryan, 2008). The controlled motivation and autonomous motivation contribute to human

motivation. The former component of motivation from the SDT point of view is controlled motivation which comes only from the outside. In others word, it is this component which differentiate psychologically it with most others theories.

Situational factors will shape a framework of rewards or punishments for human behaviors from which people can regulate their behaviors. The latter including intrinsic and extrinsic motivation allows people to experience themselves through work. Bolino et al. (2010) and Yam et al. (2017) argues that there are many motivations in organizations that compel people to perform OCBs such as organizational culture, competition among colleagues.

While it must be admitted that engaging in OCBs is not always voluntary or internally motivated, it is also an opportunity for people to have new experiences. It came down to people's choices.

Hypothesis 1: OCBs is expected to be positively related to emotional exhaustion

Discretionary behaviors which are various forms are performed by employees in many enterprises. Besides the behavior that is considered to bring forth benefits to others or their organizations, a set of behaviors is considered opposite. These behaviors focuses solely on the beneficial of the actors or in response to managers' oversight. Gabriel et al., (2018) argue that political behaviors are in many forms embracing impressing colleagues and superiors, seeking to increase own resources, and blaming others.

Perrewé, Rosen, & Maslach (2012) defined political behaviors as unorthodox acts performed by people to protect and increase their own benefits through influencing thoughts, perceptions, or behavior of other members in their organization. These behaviors, when carried out in organizations day in and day out, definitely harm others and eventually create an unhealthy work environment. A next hypothesis will be investigated. Employees who are under a variety of pressure from many stakeholders and work facets are prone to prioritizing working in an intentionally coping way or trying to impress others that they have really put in an effort. Owing to these behaviors, employees believe that they will still maintain a good image in the eyes of their colleagues. The second hypothesis to be tested is:

Hypothesis 2: Emotional exhaustion is expected to be positively related to political behaviours

1.2   OCBs as a licensing resource

Good behaviors are virtuous behaviors, so the more good behaviors we perform, the more we see ourselves as good people. When a person sees himself as a good person, he can be

motivated to keep behave well in the next behavior. In spite of such an approach, people base on the assumption attributing that human motives and behavior are stable by time. In the light of this opinion, McClean, Barnes, Courtright, & Johnson (2019) argue that the universality of this assumption must be considered. Because it is easy to see that some people, after purchasing an item that is considered environmentally friendly, then have excessive consumption behaviors which are adverse to previous their own belief.

Monin & Miller (2001) also shows that contrary actions are very likely to go further or carry out more serious consequences such as racism. Those who chose an African-American candidate in the first round may have increased racist tendencies against African-Americans in the second round. These phenomena are difficult to explain through belief in the consistency of human's perception and behavior and lead us to believe that people who tend to contradict themselves are the minority. However, the moral licensing theory sheds light to make it easier for us to understand why it is easier for people to commit unethical acts after performing ethical acts through two mechanisms (Miller & Effron, 2010).

Straightforwardly, two mechanisms, moral credit and moral cresidential, belonging to theory moral licensing have reasonable power to give an explanation why people immediately give up their preceding identities. Besides, two mechanisms can be distinguished by seeing that the moral credit mechanism is a way of explaining people's behaviors through the fact that they have a unique moral level and that ethical and unethical behaviors will fluctuate around. Such variation only is accepted, however, must ensure that the total morality always exceeds the standard moral level, which does not threaten their moral image. The moral cresidential mechanism, whilst, provides actors with a method to evaluate his or her behavior which can be discriminated between a good deed and a bad deed.

Although these two mechanisms are somewhat different, in general, they can explain to us why it is effortless for people to perform self-interested actions after performing well toward other people. In the line of switching from a positive action to a negative one, it is well known that a Psychological Entitlement mediation. Yam et al, (2017) also suggested that Psychological Entitlement is a perception in which people who performed well thought that they have the right to perform in self-interest way. This strategy even appears in a few cases like performing ethical or good behavior but not moral praise can also lead to the following deviant behaviors. Therefore, in this article, the next two hypotheses were proposed:

**Hypothesis 3:** OCB is expected to be positively related to psychological entitlement

Hypothesis 4: Psychological Entitlement is expected to be positively related to political behaviours

1.3   Variables and model research

Citizenship behavior organizations (OCB) are measured with the scale of Lam et al., (2016) based on the reduced scale of Lee and Allen's (2002) including 6 observed variables. Respondents will answer questions ranging from (1 totally disagree 7 totally agree).

Emotional exhaustion (EME): author used a 5-items scale which is used in Koopman et al., (2016). Psychological entitlement scale is used on the 4-items scale in study 01 of Yam et al (2017) because it is suitable for the survey context. Political behavior uses a 4-items scale of Hochwarter, Kacmar, Perrewé, and Johnson (2003).

Fig 1. Theorical model
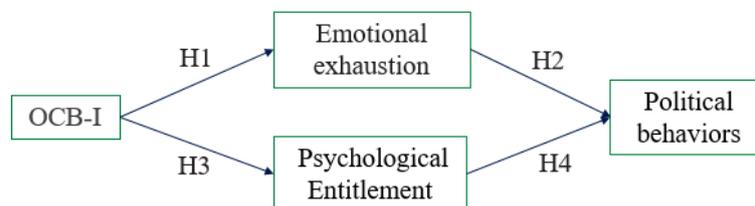
Source: Author's review

2   Analysis procedure and result

To ensure the accuracy of the results, the author only conducts the direct survey form. All respondents were full-time employees. Data were collected by pen and paper with the number of questionnaires was distributed 350 questionnaires but only were collected 264 questionnaires. After removing invalid questionnaires, a total of 226 questionnaires remained for analysis.

In order to investigate all above hypotheses, the Smartpls programme was applied. At the embarking, a measurement model was use to evaluated the validation, reliability, and discrimination of four latent constructs. After that, the structural model will be used to evaluate the correlation of the variables from which results will be made a conclusion to accept or reject the hypotheses.

2.1   Measurement Model Evaluation

Table 1 presents the outer loading of all items. According to Hair et al., (2016), outer loading is only accepted when the value is greater than 0.7. Therefore, most items are acceptable. Although, the value PAS04 < 0.7, the author still decided to keep this value because its significance contributes to latent construct (political actions). The specific Cronbach's alpha

(0.89 for EME, 0.881 for OCB, 0.776 for PAS and 0.909 for PEL) is above minimum level. With values of 0.919 (EME), 0.910 (OCB), 0.856 (PAS), and 0.936 (PEL), all four constructs have high levels of internal consistency reliability (0.7) (Bagozzi & Yi, 1988).

Tab. 1: Outer Loadings

	EME	OCB	PAS	PEL
EME01	0.837			
EME02	0.852			
EME03	0.822			
EME04	0.827			
EME05	0.826			
OCB01		0.750		
OCB02		0.828		
OCB03		0.799		
OCB04		0.800		
OCB05		0.765		
OCB06		0.806		
PAS01			0.821	
PAS02			0.793	
PAS03			0.805	
PAS04			0.670	
PEL01				0.887
PEL02				0.832
PEL03				0.922
PEL04				0.902

Source: Author's analysis

In this study, the AVE values of EME (0.694), OCB (0.627), PAS (0.6) and PEL (0.786) are well above the required minimum level of 0.50. Thus, the measures of the four constructs have high levels of convergent validity.

Tab. 2: Fornell-Larcker

	EME	OCB	PAS	PEL
EME	0.833			
OCB	0.398	0.792		
PAS	0.206	0.077	0.775	
PEL	-0.007	0.275	0.243	0.886

Source: Author's analysis

Table 2 demonstrate the results of the Fornell-Larcker criterion assessment with the square root of the constructs' AVE on the diagonal and the correlations between the constructs in the off-diagonal position. For example, the construct *EME* has a value of 0.833

for the square root of its AVE, which needs to be compared with all correlation values in the column of EME.

Tab. 3: Heterotrait-Monotrait Ratio (HTMT)

	EME	OCB	PAS	PEL
EME				
OCB	0.442			
PAS	0.244	0.118		
PEL	0.034	0.306	0.286	

Source: Author's analysis

Table 3 shows that the all HTMT criteria is below the threshold of 0.85 already supports discriminant validity. To summarize, the measurement model evaluation meets all criteria.

2.2 Measurement model evaluation

Tab. 4: Inner VIF Values

	EME	OCB	PAS	PEL
EME			1.000	
OCB	1.000			1.000
PAS				
PEL			1.000	

Source: Author's analysis

Specifically, author assessed the following set of predictor constructs for collinearity: EME and *PEL* as predictors of *PAS*. As can be seen in Table 4. all VIF values are well below the threshold of 5. Therefore, two predictor constructs do not have serious collinearity the structural model. Therefore, the results report can be continued examining. To continue, the R^2 values of (0.159), *EME* (0.159), *PAS* (0.102), and PEL (0.076) is weak to explain laten constructs.

Tab. 5: F square

	EME	OCB	PAS	PEL
EME			0.048	
OCB	0.188			0.082
PAS				
PEL			0.067	

Source: Author's analysis

Table 5 presents the effect sizes f ^{2} for four structural model relationships. OCB has a medium impact of 0.188 on EME. EME and PEL has a small impact of 0.048 and 0.067 on PAS respectively.

Tab. 6: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EME -> PAS	0.207	0.216	0.067	3.081	**0.002**
OCB -> EME	0.398	0.402	0.069	5.769	**0.000**
OCB -> PEL	0.275	0.278	0.079	3.503	**0.000**
PEL -> PAS	0.245	0.250	0.077	3.178	**0.002**

Source: Author's analysis

Table 6 summarizes the results for the path coefficients. As table mentioned, all total effects are significant at a 5% level. In other words, all four hypotheses are supported.

Conclusion

This study was conducted with an expectation of contributing to further understanding and mechanisms to explain why OCBs result in next negative behaviours. Therefore, it has various contributions to theory and practice. Firstly, the study explains OCBs under two perspectives simultaneously STD and MLT lead to employees' unethical behaviors. Applying the STD theory to explain the mediating mechanism of emotional exhaustion forcing workers to perform political behaviors. Secondly, emotional exhaustion is often explained by the converse of resource theory and only focus on emotional factors, not showing negative behavior afterward. Second, emotional exhaustion is often explained under the converse of resource theory and only focuses on the next emotional factor such as effectiveness and satisfaction. In this study, however, the author investigates the following bad deed. Third, in a response to the call of McClean et al. (2019), the fundamental psychological assumption has to be challenged. It is the assertion on the consistency of people's attitudes, morals, and behaviors.

Research' results also validate this challenge which is absolutely true when people consider themselves entitled to claim personal benefits after doing good deeds. However, a remarkable thing in this study is that after claiming the right to do self-interested acts, people still maintain actions to protect their moral image. It is entirely apposite to the moral credit mechanism of MLT theory which states that this mechanism only occurs when unethical acts do not pose a threat to the performer. Besides the mentioned contributions above, two

important limitations are likely to put forward further research. Foremost, the criteria of structural model test values are low. However, these values still exceed some of the minimum acceptable thresholds proposed by Hair et al. (2016), which can demonstrate the relation between latent variables. Thereafter, the study has not tested some interesting control and regulatory variables such as meaning at work and new things learned. These insights will help explain employees' attitudes better. This is also a direction for further research in the future.

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