



Compulsory citizenship behavior, work-family conflict and emotional exhaustion – Evidence from Pakistan

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Article Information	Abstract
Article history: Submitted: 25/10/2022 Accepted: 29/12/2022 Published: 31/12/2022	By taking a sample from a power distant, traditional and collectivist culture where compulsory citizenship behavior (CCB) could be a norm, the core aim of the current study is to find the impact of CCB on 'employees' emotional exhaustion through mediation work-to-family conflict. The data is collected from service employees at two points using convenience sampling. All in all, 331 useful responses were used for analysis. The findings reveal that CCB does not directly influence 'employees' emotions, but rather through work-family conflict. The current study adds value to the existing body of knowledge by empirically investigating the role of work in influencing employees' work-family domains (work-to-family conflict) and their collective effects on employees (emotional exhaustion). It also provides empirical evidence from a developing, collectivist, power-distance and uncertainty avoidance society (Pakistan), and thus contributes to the literature on Asia-pacific and South Asia.
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Introduction

Employees have always been considered an important source of achieving organizational goals, as they often work beyond their formal roles (i.e. Organizational Citizenship Behavior, OCB) (Carpenter et al., 2014; Podsakoff et al., 2009). The increased value of OCB has attracted researchers, and studies have been carried out from spontaneous choice to cognitive evaluation perspectives (He et al., 2018). Often the same becomes a desired behavior instead of a voluntary act (Bolino et al., 2013), which is termed compulsory citizenship behaviour (CCB). It is defined as a behavior that is not discretionary but required by the social structure of the organization (Vigoda-Gadot, 2006). It covers the organizational demands where employees are expected to work beyond their formal roles.

Past studies have observed that CCB, '*as a bounded behavior*', has a negative bearing on employees' attitudinal and behavioral outcomes (e.g. Ahmadian et al., 2017; He et al., 2018; He et al., 2019; He et al., 2020). But employees' emotional level outcomes have not gained researchers' attention (Wu et al., 2018). Some latest studies have also called for research where the CCB outcomes should be extended from attitudinal and behavioral boundaries (Liu et al., 2017; Shu et al., 2018; Wu et al., 2018). Considering these directions, the current study aims to investigate the impact of CCB on emotional exhaustion (a psychological state where one feels emotionally drained and worn out) (Cropanzano et al., 2003). Thus, the current study can be positioned in literature as it fills the highlighted gap by considering emotional exhaustion as the outcome of CCB. The study is also important as emotions may lead to further attitudinal

and behavioral outcomes of employees (Liu et al., 2017; Shu et al., 2018; Wu et al., 2018), thus studying emotions seems organic and virtuous.

The concept of CCB seem a natural fit in South Asian & Pakistani context, where the culture is characterized with the traits of collectivism, power distance, traditionality and uncertainty avoidance (Ahmed and Islam, 2021; Clercq et al., 2019; Hofstede et al., 2010; Rana et al., 2021). This part of the world is also categorized as '*webbed-society*', where family and work domains are closely knitted together; therefore, both aspects of life are to be aligned (Mishra, 2015). In such cultural settings, employees are believed to consider their organizations as a family, and they are desired to be more courteous in going the extra mile for their supervisors and organizations (Chen et al., 2021; He et al., 2019). Management working in these cultures tends to be more inclined to material gains, higher outputs, and lower costs, expecting employees to work beyond their formal roles (Chen et al., 2021), i.e. CCB. Recent studies have highlighted that the contemporary systematic catastrophic situations (i.e. COVID 19) had increased CCB and emotional exhaustion finally plummeting mental health (Rehman et al. 2022). Thus, the relationship seems organic and obvious. The culture is also expected to influence both personal and family life domains and conflict situations may arise due to expected extra roles, while the same has not been proposed or empirically tested. By providing empirical evidence from the Pakistani context, this study adds value to South Asian literature by highlighting the role of work-family domains and its influence on individuals' emotional exhaustion. Past studies have witnessed a lack of empirical literature focusing on the least developed or underdeveloped parts of the world (e.g. non-western or Asian settings) (Peltokorpi, 2019; Soomro et al., 2018). This study is also important to carry out as the current economic situation in the country makes it difficult for employees to move from one job to another (Khan and Ullah, 2021; Rasheed et al., 2021), which would increase the chances of CCB and reduce the ability to avoid such work demands.

This study offers many-fold contributions, where the foremost is the consideration of the role of CCB in predicting employee emotional outcomes through the mediation of WFC. Secondly, the study adds value to the literature by building on the COR perspective as CCB could be considered as a cause of resource loss which creates a situation of stress displayed in the form of emotional exhaustion. Thirdly, the study provides empirical evidence from a collectivist, traditionalist and high-power distance society (i.e. Pakistan), where CCB is common, and employees often fail to differentiate between OCB and CCB (Zhang et al., 2011). The conceptual model of the study is presented in Figure 1.

Literature Review

Underlying theory

This study uses COR (Hobfoll, 1989) theory to hypothesize the conjectured relationships. This theory purports that individuals tend to create, safeguard and increase their resources and in situations when there are chances of loss of resources, they tend to feel stress. Furthermore, in response, employees tend to activate a mechanism where they would safeguard their remaining resources and not deploy them further. The demands at work, in the form of CCB may consume employees more time and energy (resources) than usual, which may create a threat of loss of other resources and they may feel stress and emotional exhaustion. The following section covers the hypotheses developed based on existing literature and underpinning theories.

Hypothesis development

Individuals have to cater to life roles along with their working life, and they often feel inconsistencies between their life aspects, resulting in conflict (WFC or FWC) (Greenhaus and Beutell, 1985). When work interferes with personal life roles, it is called work-to-family

conflict (WFC) (Ford et al., 2007). CCB, being the desired extra-role behaviour, requires employees to work beyond their formal roles and thus may create feelings of work overload. The same may influence family roles due to extra time, efforts and energies required at job, which may reduce the family resources (due to reduced time and energy for families). It is therefore expected that it may lead to WFC, which may be time, strain or behavior based.

The time-based conflict arises when employees have to spend their time performing job tasks. Similarly, strain and behavioural-based conflict is caused when employees feel that they are using their psychological, emotional and physical energies to perform demanded tasks like CCB, which ultimately influences them psychologically and they feel stress (Vigoda-Gadot, 2006, 2007). Based on the given premise, past studies have found that excessive job demands (as in case of CCB) can influence employees at all these levels and thus lead to conflict caused by work domain (Bragger et al., 2005; Chen et al., 2021). This may be attributed to the fact that employees may fail to balance both domains as the CCB requires some uncertain and regular extra role demands, resulting in WFC (Carlson et al., 2012; Hoobler and Hu, 2013; Liu et al., 2017; Vigoda-Gadot, 2006). Using the COR perspective, when employees feel that they are spending their time, energy and resources to perform work tasks (CCB), they may have to sacrifice their family time, resources and energies (loss of resources), thus a situation of conflict may arise. The discussion helps us assume the following relationship:

H1: CCB and WFC are positively related

CCB requires individuals to make efforts to meet the competing demands in both work and family domains, while failure may result in creation of conflictual situations (Sonnetag and Zijlstra, 2006; Van Daalen et al., 2009). The same could be interpreted based on resource perspectives, as individuals tend to lose resources due to conflicts arising at family or work domains (Hobfoll, 2012). Regrettably, individuals would need more resources to cope with the domain conflicts but due to CCB have fewer opportunities to do so (Jansen et al., 2003), which results in emotional exhaustion (Hall et al., 2010). Based on the given discussion following hypothesis is assumed:

H2: WFC and emotional exhaustion are positively related

Based on the theoretical premise and empirical literature, it can be assumed that WFC mediates the relationship between CCB and emotional exhaustion. This can be conjectured on the ground that excessive job demands (e.g. citizenship demands) influence employees at a psychological level and they feel WFC (Bragger et al., 2005; Chen et al., 2021), because it becomes difficult to balance work and life domains (Carlson et al., 2012; Hoobler and Hu, 2013; Liu et al., 2017). When the WFC arises due to excessive job demands, individuals tend to feel emotional loss or exhaustion (Van Daalen et al., 2009). The same can be cultivated based on COR theory, as the CCB may demand excessive resources at work where losing family resources, thus a situation of conflict and emotional loss may arise. Based on the given discussion following assumption can be made:

H3: WFC positively mediates the relationship between CCB and emotional exhaustion



Figure-1: Conceptual model

Research methodology

Participants and process

The data for the current study is collected in two stages (lags). This approach is proposed for its benefits and ability to reduce chances of occurrence of common method biases

(Podsakoff et al., 2012). Due to non-availability of exact population size and sampling frame, the rule of thumb (number of items multiplied by 20) was used as the baseline formula to determine sample size (Costello and Osborne, 2005). The same has been widely used in social and management sciences studies as it offers a good sample size that can suffice statistical requirements (Islam et al., 2022).

At time-1, 460 questionnaires (23×20) were distributed, while only 413 responses were received. The same respondents were approached at the time (after six weeks interval), which is considered as a suitable lag interval. At this point, only 354 employees were available for data collection, while only 331 responses were suitable for statistical analysis. The majority of the respondents were male ($n=209$), had work experience of less than five years ($n=201$), possessed a university degree ($n=322$), and had an average age of 26.4 years.

Measures

The questionnaire used for data collection was taken from previous studies. The details of the measures of the study are provided below:

Compulsory citizenship behavior – was measured using the five items scale of Vigoda-Gadot (2007). The scale was considered useful in collectivist and power distant society (Peng and Zhao, 2011), so its use was considered acceptable in Pakistani context. It covered sample items like "The management in this organization puts pressure on employees to engage in extra-role work activities beyond their formal job tasks".

Work-to-family conflict – was measured using the three-dimensional scale of Carlson et al., (2000). It covered time based, strain based and behavior-based conflicts. Each dimension had three items, making it nine items scale. The sample item includes "My work keeps me away from my family activities more than I would like to".

Emotional exhaustion – was measured using nine items scale of Maslach Burnout Inventory (MBI) (Maslach and Jackson, 1981). A five-points scale ranging from 1=never to 5=always was used for the scale. It is one of the most widely used in management literature (Lee and Ashforth, 1996).

Control variables

Considering the 'literature guidelines (Chen et al., 2021), employees' educational level, gender, age and qualification were controlled.

Findings of the study

Descriptive statistics and correlation analysis

The results of descriptive statistics, reliability and correlation are provided in table 4.1. The tabulated mean values are above 3.5 (rounded to 4, which shows agreement with the statements at five points scale), highlighting the prevalence of concepts at work. The measures are also reliable as the 'Cronbach's alpha value is above threshold of 0.70 (Babbie, 1992). The correlation coefficient values highlight that CCB is positively related with WFC ($r=.317$; $p<0.05$) and emotional exhaustion ($r=.403$; $p<0.05$). These results help us move further with data analysis.

Table 4.1 Descriptive statistics, reliability, and correlation matrix.

	N=744	Mean (SD)	∞	1	2	3
1	Compulsory citizenship behavior	4.23 (.553)	.910	-		
2	Work-to-family conflict	3.86 (.689)	.796	.317*	-	
3	Emotional exhaustion	3.71 (.403)	.719	.403*	.304**	-

Confirmatory factor analysis

The measures were then assessed for validity using confirmatory factor analysis (table 4.2). The measurement model, with three factors, showed the best fitness values (CMIN/DF= 2.078, RMR= .019, GFI=.901, AGFI=.90, CFI=.911, RMSEA=.029. All the factors loaded acceptably on latent constructs. The values of AVE, CR and validity master were used to determine the convergent and discriminant validity. The tabulated values show that the measures were both discriminately and convergently valid (Fornell and Larker, 1981).

Table 4.2 Master Validity

	Loading	AVE	MSV	CR	CCB	WFC	EE
CCB	0.51– 0.98	0.519	0.339	0.885	0.857		
WFC	0.57 – 0.95	0.595	0.491	0.901	0.541	0.809	
EE	0.54 – 0.81	0.627	0.284	0.885	0.274	0.182	0.817

CCB=compulsory citizenship behavior, WFC=work-to-family conflict, EE=emotional exhaustion

Path analysis and hypotheses testing

The results of hypotheses testing are provided in table 4.3. The tabulated values reveal that CCB is not related to emotional exhaustion at 95% confidence interval ($\beta = .081$, $p = .062$). The table also highlights that CCB is significantly related with WFC ($\beta = .414$, $p = .001$), thus both H1 is proved. Similarly, WFC is further related with the emotional exhaustion ($\beta = .329$, $p = .004$, H2 is also supported). The mediation test also highlights that the indirect relationship (H3) is also supported ($\beta = .092$, LLCI=0.028, ULCI=0.108) and partial mediation is proved.

Table 4.4 Summary of results of mediation

	B	SE	P	LLCI	ULCI
Direct effect:					
CCB – EE	.081	.052	.062		
CCB – WFC	.414	.049	.001		
WFC – EE	.329	.059	.004		
Indirect effect:					
Total indirect effect	0.382	0.042		0.021	0.406
CCB→WFC→EE	0.092	0.010		0.028	0.108

Discussion

Building on COR theory, this study investigates the effects of CCB on employees' family domains (WFC) and emotional exhaustion. The statistical results highlighted some important findings, where CCB is observed to be not directly linked with emotional exhaustion, thus highlighting a probable mediation mechanism. The findings also answer the calls of Ahmadian et al. (2017) and Liu et al., (2017), who proposed investigation of outcomes of CCB at various levels. These results are also in-line with the recommendations of He et al., (2018) and Chen et al., (2021) who called for an investigation of the mechanism. Chen et al., (2021) further recommended that cultural traits are important determinants of work and family domain relationships and ultimate outcomes, while the current findings support their assertions.

The proposed mechanism has been investigated using a series of steps, at the first instance the role of CCB has been investigated for its influence on WFC (H1) and WFC is investigated for its effects on emotional exhaustion (H2). The statistical result supports both the hypotheses. Furthermore, WFC mediates the relationship of CCB and emotional exhaustion (H3). These results highlighted the partial mediation mechanisms. These results are in line with the study's theoretical premise, i.e. COR, which proposes that individuals tend to feel stress due to loss of resources. As the CCB requires employees to go beyond their formal role,

employees tend to lose their time, energy and other resources to perform extra job roles. Furthermore, the loss of resources may also come from the family sphere, ultimately leading to emotional loss and exhaustion. Thus, the study provides a novel explanation by providing a mechanism of how CCB may lead to negative outcomes (emotional exhaustion). The mechanism itself is valuable, as both work and family domain mechanisms have not been largely covered in existing literature.

Conclusions and Implications

The study offers both theoretical and practical insights. Theoretically, this study is built on COR theory. The findings highlight that the CCB causes the feelings of loss of resources (COR premise), and ultimately leads to negative outcomes like emotional exhaustion. The findings signify that the CCB is a negative workplace reality, where employees have to work beyond their formal roles (i.e. CCB). The findings seem obvious, as collectivist and power distance cultures have acceptability for such roles due to followership and acceptance of authority (Rana et al., 2021). In such cases, role conflicts and resource loss occur, which negatively influences employees. The investigation also report that when roles contradict or employees feel loss of resources, they feel stress at work. These results are more organic for collectivist cultures, where family domains are important part of one's life (Ahmed and Islam, 2021; Rana et al., 2021; Soomro et al., 2018). The study is equally important from managerial perspectives, as the major take-away is that CCB negatively influences employees at work and family domains. The influence leads to further negative outcomes i.e. emotional exhaustion. Past studies highlight that when employees are emotionally exhausted they tend to depict negative attitudes and behaviors. Thus, the study leaves a valuable message for managers, i.e. *"avoid putting too much burden on the shoulders of your employees"*, rather *"keep them happy and win forever"*.

Limitations and future directions

Though the current study is based on a comprehensive theoretical framework and rigorous methodological underpinnings, it is still prone to some limitations. The foremost limitation is the use of time-lagged cross-sectional research design. Future studies should consider a longitudinal approach to see the long-term effects of CCB on work-family domains, and their collective effects on employee emotional responses. Daily diary methods study could be another consideration, as it covers the regular events and their effects. The future studies should also consider the boundary conditions e.g. justice and reward systems. Employees may not consider CCB negatively when they perceive that they may be rewarded for their extra efforts (rewards) and that distribution is based on justice (distributive and procedural justice).

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