

Compulsory Citizenship Behavior and Deviant Behavior: A Mediated Moderation Model

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Abstract: This study examined how and when compulsory citizenship behaviors (CCB) lead to employees' workplace deviant behavior (WDB) through psychological entitlement. In addition, this study integrates moral licensing and equity demand perspectives to further understand the psychological entitlement raising process. More specifically, this study verifies the moderating role of leader-member exchange (LMX) on the relationship between CCB and WDB and see if the strong supervisor-subordinate relationship facilitates CCB-workers to increase their entitlement and enhance their willingness to engage in WDB. Based on a sample of 299 elementary school teachers, the results provided supports for the hypotheses. This study found that CCB was directly positive related to WDB. Psychological entitlement was been verified the mediator role of the relationship between CCB and WDB. Moreover, the results also indicated that LMX moderated the mediating effect of psychological entitlement on the relationship between CCB and WDB such that the effect is stronger when LMX is high than when it is low. The effect of CCB on WDB found in this research supports the anticipation that CCB may bring about WDB. Furthermore, by confirming the mediating role of psychological entitlement in the linkage between CCB and WDB, such a finding substantially widens the scope of subordinate behavioral outcomes caused by CCB to include an important but neglected aspect of psychological mechanism, and thus is helpful for us to gain a more complete picture of the negative consequences of CCB. By applying moral licensing theory and focusing on a negative psychological configuration, this research also highlights the self-value inflation and vindictive mentality for explaining the transition process of CCB to WDB. By empirically testing LMX as one moderated mediating mechanism that underlies the influence of CCB on WDB, this research establishes an important theoretical perspective for explaining why high LMX employees are more likely to exhibit WDB, thereby contributing to understanding the "black box" of the transforming processes from CCB to WDB.

Keywords: Compulsory citizenship behaviors; psychological entitlement; leader-member exchange; deviant behavior

1. Introduction

Compulsory citizenship behaviors (CCB) refers to the extra-role behaviors that employees engage in because of the enforcement of supervisors or organizations (Vigoda-Gadot, 2006). Even though CCB has been a new construct and has been investigated in organizational behaviors research during the past few years (Liu, Zhao & Sheard, 2017; Liu et al, 2018; Zhao, 2014; Zhao, Peng & Chen, 2014), it is rarely used to illustrate the psychological process of deviant behavior engagement and even to testify the interactive effect with leader-member exchange (LMX). Follow the prior works, this study will explore the dark side of organizational citizenship behaviors (OCB) and claims that CCB would enhance psychological entitlement and lead to workplace deviant behavior.

This study involves relationship theory to understand how the relationship between supervisors and subordinates influences the effect of enforced extra-role behaviors on employees' psychological entitlement. According to LMX theory, each employee establishes a unique social exchange relationship with his or her supervisor. For example, the quality of the leader-member exchange relationship is positively related to organizational commitment (Duchon, Green & Taber, 1986), and satisfaction with supervision (Schriesheim & Gardiner, 1992). Given that LMX appears to be positive and beneficial to employees' attitude and behavior, the current study aims to investigate whether LMX may become the driving force for employees to engage in deviant behaviors at some specific time?

LMX has been investigated to link to individual positive outcomes, however, little is known about its negative impact on individual behaviors. This study integrates moral licensing and equity demand perspectives to further understand the psychological entitlement raising process. More specifically, this study verifies the moderating role of LMX on the relationship between CCB and deviant behavior and see if the strong supervisor-subordinate relationship facilitates CCB-workers to increase their entitlement and enhance their willingness to engage in deviant behavior.

The current study argues that highly CCB may result in employees' deviant behavior via psychological entitlement raising. Entitlement is viewed in terms of perceived deservingness, with an emphasis on interpersonal relations, justification for demands, social justice, and fairness (De Cremer, 2006; Tomlinson,

2013). According to moral licensing theory, individuals may worry less about the consequences of engaging in immoral behaviors by increasing confidence in their self-image or self-concept when they have done something good for organizations. Consequently, the main purpose of this study is to toward an integrated model for understanding the process of psychological change of CCB-involved employees as well as the consequences of psychological entitlement. More specifically, this study determines the moderating role of LMX in the relationships between CCB, psychological entitlement, and individuals' deviant behavior.

There are two significant expected contributions to the literature arising from this study. First, this study contributes to the understanding of the dark side of extra-role behaviors on personal perception and behaviors. This research can help us understand why and how highly CCB-involved people engage in deviant behavior. Second, this study integrated moral licensing and equity theories to investigate whether LMX raises psychological entitlement of CCB-involved employees and leads to undesirable deviant behavior.

2. Theoretical background and hypotheses development

From an economic perspective, people will choose activities maximizing their rewards from time invested (Larrick, Morgan & Nisbett, 1990). Thus, citizenship behavior reflects a social dilemma and is welcome for the management but is not necessarily unwelcome for the employees. CCB is a kind of pressure for employees. Employees will feel dissatisfaction if they are forced to involuntarily engage in tasks beyond their job scope (Yam et al, 2017). When the employees perceived high social pressure from their supervisors to engage in involuntary-OCB, they will feel exploited and abused and increase their motivation to produce negligent behaviors to their organizations (Vigoda-Gadot, 2007).

Workplace deviant behavior (WDB) is a kind of negative behaviors may cause harm to an organization. For instance, say something hurtful to someone at work, take an additional or longer break than is acceptable at your workplace, etc. (Bennett & Robinson, 2000). This study claims that higher perceptions of being enforced to engage CCB the more likely counterproductive behaviors would happen. Prior research has argued that employees engaging in OCB do not receive formal rewards, but may garner positive, informal outcomes such as social recognition and respect from others (Podsakoff et al, 2000). CCB, which is totally different from OCB, represents the coercions and oppression of individuals' psychology and behaviors. Therefore, if employees are unwilling and obtain no rewards, they will be prone to negative behaviors as a form of abreaction or psychological compensation. He et al (2019) indicated that CCB leads to employee silence and increased counterproductive work behavior. Thus, this study posits

Hypothesis 1: CCB is positively related to WDB.

2.1 The mediating role of psychological entitlement

Psychological entitlement refers to an individual's judgments and expectations concerning rewards and compensation that are not necessarily related to individual performance (Harvey & Martinko, 2009). In other words, entitlement perceptions are based on unbalanced assessments of reciprocity (Harvey & Martinko, 2009; Naumann, Minsky & Sturman, 2002). These assessments may stem from perceived psychological contracts between employers and employees, which influence work attitudes and behaviors (Naumann et al, 2002).

Although entitlement is not always viewed as pathological, psychological entitlement continues to be conceptualized as an undesirable psychological state (Campbell et al, 2004; Harvey & Martinko, 2009; Twenge & Campbell, 2009), or at least related to the constellation of negative personality traits defined as the Dark Triad, that is, narcissism, psychopathy, and Machiavellianism (Jonason & Webster, 2010). Harvey and Martinko (2009) suggest that the cognitive processes by which entitlement affects attitudes and behaviors has not been explicitly considered in existing research, making it difficult to understand how the negative effects of entitlement can be prevented.

When the consequences of one's actions are deemed consistent with the intentions behind it (i.e., good things happen to good people) they are considered deserving; when inconsistent (e.g., those who contribute little get ahead), they are said to be undeserving (Feather, 2003). Therefore, this study argues that employees engaged CCB may think they are deserving. From an equity perspective, employees easily feel nonequivalence between input and outcome, because CCB is a kind of work input from which employees may not obtain rewards. Therefore, CCB makes a person more likely to think that they are entitled and deserve to gain more and more from the organization.

This study adopts moral licensing theory to illustrate that psychological entitlement mediates the relationship between CCB and WDB. Moral licensing theory indicates that past good deeds will serve as a license for individuals to engage in future bad deeds. Prior works have proven that individuals will feel comfortable engaging in actions that could be seen as socially undesirable or morally questionable after engaging in good deeds (Miller & Effron, 2010; Yam et al, 2017). In the workplace, employees' moral license will result from good deeds, such as extra-role citizenship behavior engagement. Following this logic, when employees are highly enforced to engage some jobs beyond their duties, they will feel entitled. Ultimately, higher CCB-enforced employees are more likely to engage in negative actions than those with lower CCB-enforced employees.

High levels of psychological entitlement are almost universally linked with negative outcomes in the existing research (Harvey & Martinko, 2009). For instance, some studies provided evidence to support the notion that inflated entitlement perceptions would cause unethical behavior in employees (Hamilton, 2003) and leaders (Levine, 2005). Psychological entitlement promotes an inaccurate view of the world and of oneself, and motivates people to turn away from anything that challenges this view (Snow, Kern & Curlette, 2001). Harvey and Martinko (2009) have established a positive association existing between psychological entitlement and conflict with supervisors, which is mediated by self-serving attribution.

When people have an opportunity to engage in WDB, the negative behavior is heavily influenced by negative emotional states such as guilt, fear, or anxiety, which prevents people from behaving unethically or illegally (Kacmar & Carlson, 1997). However, when individuals with a higher level of psychological entitlement, they are encouraged to seek a reciprocal psychological reward by engaging in deviant behaviors.

Thus, this study posits that psychological entitlement mediates the relationship between CCB and WDB, such that higher CCB-enforced individuals are more likely to experience heightened psychological entitlement, which in turn increases the likelihood of engaging in counterproductive workplace behaviors.

Hypothesis 2: Psychological entitlement mediates the relationship between CCB and WDB.

2.2 The moderating role of LMX

According to social exchange theory (Homans, 1958), employees with high-quality relationships with their supervisors are more willing to make efforts in their jobs (Janssen & van Yperen, 2004). To employees who are in high-quality LMX relationships, working hard and OCB engagement are rewards for the good relationships their supervisors have established with them. However, if they feel that their supervisors push them into a situation in which they have to do more than their formal job obligations and requirements, they will interpret these extra-role behavior requirements as emotional extortion. Under the pressure of such relationships, employees have to engage in CCB in order to not damage their good relationships with supervisors, psychologically making them feel more entitled. This is because employees in high-quality LMX relationships will show stronger negative emotions upon compulsory requests than those in low-quality LMX relationships.

Equity theory can also help to explain the moderating effect of LMX on the relationship between CCB and WDB through psychological entitlement. People often have difficulty coping with and recovering from workplace injustices, even when these negative experiences are unintentional (Barclay & Saldanha, 2015). Injustice often results in negative emotions, which occur as part of an automatic, reactive process (Colquitt et al, 2013; van den Bos, 2007). Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. When employees in high-quality relationships with supervisors are requested to engage in extra-role behaviors, they will find it unfair because those in low-quality relationships with supervisors do not need to do too much. Therefore, this study argued that the interaction of LMX and CCB may reinforce the feeling of unfairness.

Given that injustice can cause negative moods and emotions (Colquitt et al, 2013; van den Bos, 2007), it may inflate employees' entitlement (King & Miles, 1994). Thus, this study posits that LMX plays the moderator role between CCB and WDB through psychological entitlement, such that CCB-involved individuals are more likely to experience heightened psychological entitlement when having greater relationships with their supervisors than those have common relationships with their supervisors. Thus,

Hypothesis 3. LMX moderates the mediating effect of psychological entitlement on the relationship between CCB and WDB such that the effect is stronger when LMX is high than when it is low.

3. Methods

3.1 Sample and data collection

This study used two wave survey to collect data. In total, this study surveyed 310 teachers working in ten elementary schools in Taiwan. The teachers received a survey that assessed independent variable and moderator. After three months, I delivered the second-round survey to collect mediator and dependent variable. Among them, 299 returned and valid questionnaires in both waves, and successful matched.

3.2 Measurement

The questionnaire was pre-tested by 5 teachers, independent of the final sample, to ensure that the questionnaire items reflected the respondents' working situation.

WDB was measured using 19 items from Bennett and Robinson (2000). An ample item was "publicly embarrassed someone at work." Respondents were asked to report the frequency with which they engaged in deviant behavior at work from never (code=1) to always (code=7). The reliability of the scale was 0.83.

Psychological entitlement was measured using a 4-item scale of Yam et al (2017) adapted from Campbell et al (2004). A sample item was "Great things should come to me." Respondents indicated how they agree with the statements by using a 5-point Likert scale (1=strongly disagree, 5=strongly agree). The reliability was 0.88.

Vigoda-Gadot's (2007) five-item scale was adopted to measure CCB. An example item was "the management in this school put pressure on teachers to engage in extra-role work activities beyond our formal job tasks." Respondents were asked to report the frequency with which they experienced CCB at work from never (code=1) to always (code=5). The reliability of the scale was 0.88.

I measured LMX with 7 items adopted from Gerstner and Day (1997). A sample item was "How well does your supervisor understand your job problems and needs?" Items were anchored on a 5-point Likert scale from not at all (code=1) to very good (code=5). The reliability of the scale was 0.88. Finally, gender, age and moral identity were also involved as the control variables.

3.3 Data analysis

Before testing the hypotheses, confirmatory factor analysis was used to test the model fit. Compared a four-factor model with one-factor model in which items of WDB, psychological entitlement, CCB, and LMX were combined to load on single-factor. The model fit of four-factor model as follows: $\chi^2/df=1.91$, $GFI=0.90$, $IFI=0.87$, $NFI=0.91$, $RMSEA=.02$. It indicated an ideal model structure validity. Moreover, the variables were mean-centered before computing the hypothesized interaction terms. Collinearity among any variables was also tested by calculating the variance inflation factor (VIF) for each regression coefficient. The VIF ranged from 1.02 to 1.79, representing an acceptable result.

4. Results

Table 1 summarizes the means, standard deviations, and correlations for all the study variables. Table 2 shows the results of multiple regression analysis for Hypotheses 1 and 2 testing. To confirm the Hypothesis 1, model 3 was tested and found that CCB has a significantly positive effect on WDB ($\beta=0.31$, $p<0.001$). Thus, Hypothesis 1 was supported.

Table 1: Descriptive statistics and bivariate correlations (n=299) a, b

	variables	mean	SD	1	2	3	4	5	6	7
1	Gender	--	--	--						
2	Age	5.7	2.23	.10	--					
3	Moral identity	4.34	0.54	-.05	-.08	(.83)				
4	CCB	2.73	0.88	-.02	-.11	-.04	(.88)			
5	Psychological entitlement	3.49	0.67	-.08	-.15**	.21**	.41**	(.88)		
6	LMX	3.06	0.77	.09	.05	.04	.38**	.24**	(.88)	
7	WDB	1.56	0.36	.07	-.14*	.06	.32**	.39**	.25**	(.83)

^a * $p < .05$, ** $p < .01$

^b Coefficient alphas for those measures that could be computed are located on the diagonal.

Table 2: Regression results for testing mediation

Variables	DV: Psychological entitlement		DV: WDB		
	Model 1	Model 2	Model 3	Model 4	Model 5
<i>Controls</i>					
Gender	-.05	.08	.09	.10	.10
Age	-.09	-.14	-.10	-.09	-.08
Moral identity	.21***	.05	.07	-.12	.00
<i>Independent variable</i>					
CCB	.41***		.31***		.19**
<i>Mediator</i>					
Psychological entitlement				.39***	.31***
Adjust R ²		.02	.11	.16	.19
F		2.77*	10.47***	15.12***	14.55***
Δ R ²		--	.10	.14	.07
Δ F		--	32.66***	50.78***	27.15***

Standardized coefficients are reported. n = 299.

* p < .05, ** p < .01, *** p < .001

To test hypothesis 2, firstly this study verified the positive relationship between CCB and psychological entitlement ($\beta=0.41, p<0.001$; model 1). It also found that psychological entitlement positively related to WDB ($\beta=0.39, p<.001$; model 4). In model 5, CCB and psychological entitlement were both included in the equation, psychological entitlement had a significant positive effect on WDB ($\beta=0.31, p<0.001$), whereas CCB revealed a significant relationship with WDB but has reduce effect, which indicates that the psychological entitlement plays a partial mediating role in the relationship between CCB and WDB, and the Hypothesis 2 was proved.

Table 3 shows the interactions between CCB and LMX as well as between psychological entitlement and LMX were significant in predicting WDB ($\beta=0.12, p<0.05$, model 7; $\beta=0.12, p<0.05$, model 8). Figures 1 and 2 display the patterns of these interactions. The relations of CCB and psychological entitlement to WDB were stronger when individuals were high rather than low in LMX. These results supported Hypothesis 3.

Table 3: Regression results for testing moderation

Variables	Model 6	Model 7	Model 8
<i>Controls</i>			
Gender	.05	.06	.08
Age	.01	-.11	-.09
Moral identity	.04	.04	-.01
<i>Independent variable</i>			
CCB		.26***	.13*
<i>Moderator</i>			
LMX		.16**	.16**
<i>Interaction</i>			
CCB x LMX		.12*	
<i>Mediator</i>			
Psychological entitlement			.30***
<i>Interaction</i>			
Psychological entitlement x LMX			.12*
Adjust R ²	.02	.14	.21
F	2.77*	9.17***	11.96***
Δ R ²	--	.13	.20
Δ F	--	15.18***	18.41***

Standardized coefficients are reported. n = 299.

* p < .05, ** p < .01, *** p < .001

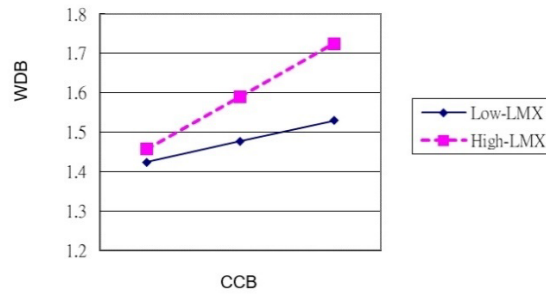


Figure 1: Interaction effect of CCB and LMX on WDB

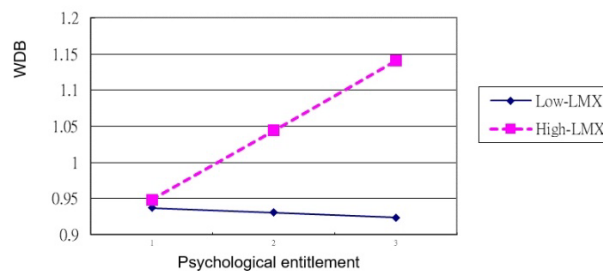


Figure 2: Interaction effect of psychological entitlement and LMX on WDB

5. Discussion

This study developed a model explicating why and when CCB promoted WDB. The results revealed that CCB positively influenced subordinate WDB, and psychological entitlement functioned as a mediator for this relationship. Moreover, LMX moderated both the relationship between CCB and WDB and the mediating effect of psychological entitlement for this relationship. When LMX was higher, the relationship and its mediating mechanism were stronger.

5.1 Theoretical implications

First, by adopting moral licensing theory and social exchange theory as the theoretical foundations, this study has built and tested a conceptual model that focuses on the potential influence of CCB on unexpected negative behavior, WDB. The focus of past research on CCB was primarily upon the relationship between CCB and negative attitudes and behaviors such as burnout (Ahmadian, Sesen & Soran, 2017), reducing organizational commitment and creativity (He et al, 2020). The effect of CCB on WDB found in this research supports the anticipation that CCB may bring about WDB. Furthermore, by confirming the mediating role of psychological entitlement in the linkage between CCB and WDB, such a finding substantially widens the scope of subordinate behavioral outcomes caused by CCB to include an important but neglected aspect of psychological mechanism, and thus is helpful for us to gain a more complete picture of the negative consequences of CCB.

Second, the negative impact caused by negative emotion increase is much more severe than that caused by positive emotion reduction. More specifically, no research has linked CCB and psychological entitlement to WDB. By applying moral licensing theory and focusing on a negative psychological configuration, this research highlights the self-value inflation and vindictive mentality for explaining the transition process of CCB to WDB.

This study is also unique in identifying the leader-follower relationship conditions for the relation between CCB and WDB and for the mediating mechanism of this relation. The moderator (i.e., LMX) in this research is intimately related to individuals' reactions to or perceptions of extra-role efforts in the workplace. The strengthening roles of LMX in both the association of CCB with WDB and the mediating effect of psychological entitlement indicate that, for employees who are explicitly or implicitly asked to engage in CCB, even though they have a good relationship with their managers, their psychological entitlement will increase, leading to engagement in WDB. By empirically testing LMX as one moderated mediating mechanism that underlies the influence of CCB on WDB, this research establishes an important theoretical perspective for explaining why high

LMX employees are more likely to exhibit WDB, thereby contributing to understanding the “black box” of the transforming processes from CCB to WDB.

5.2 Managerial implications

The findings of this study can provide the management some insights into how CCB may be used to foster subordinates' WDB partially through the raising of psychological entitlement. This is important because today's organizations are more concerned about employees' feeling of perceived equity, and are increasingly dependent on the psychological satisfaction of their employees to generate better productivity. The finding demonstrates that CCB is a hidden danger to organizations. If employees engage in CCB often, it implies that their organizations are pressurizing them, which is not conducive to shaping a fair working environment. Therefore, for managers who want to reduce employees' negative behaviors, eliminating employees' psychological stress of implying CCB could be an initiating strategy, and for organizations that with a culture pushing employees engage in CCB, it will benefit them to set up clear and obvious regulations for prohibiting supervisors from requiring employees to engage in CCB. Through leadership training and development programs, an organization can assist its managers in learning the potential influence of inappropriate leadership, and also train managers to be more effective in communicating the in-role goals they wish their subordinates accomplish.

In addition, the finding indicates that under the premise that CCB might induce negative behaviors of employees, LMX is more likely to act as a catalyst of the influence of CCB and psychological entitlement. The accelerating effect of LMX reveals that CCB would motivate subordinates to display WDB because of their close relationship with their supervisors. As subordinates high in LMX are more sensitive to CCB, managers can view the typical reactions of these subordinates as useful information to improve the supervisory methods and the management of mental state.

5.3 Limitations

The current research has some limitations. First, the measures for all variables makes common method variance a concern in this study. Following the suggestions by Podsakoff, MacKenzie and Podsakoff (2012), I measured variables at two time points, and controlled for moral identity and demographic variables. In addition, results of Harman one-factor test indicated the fits were unacceptable. Thus, I believe that this study does not have serious common method variance bias threat.

Second, participants in this research were all from Taiwan, and such a single cultural context might limit the generalizability of the findings. Eastern society has a similar culture that accepts a large power distance; it has become a norm in the workplace for employees to accept unexpected tasks from their managers and complete them outside their working hours. Therefore, employees in Eastern cultural context are supposed to be more responsive to CCB. Although this study presents interesting findings, more research needs to be investigated in different cultural context in the future for generalizing cross-validate the findings.

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