

Impact of Externally Compelled Organizational Citizenship Behavior - OCB on Task Performance and Perceived Work Goal Progress: Mediating Role of Emotional Exhaustion

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Abstract: Organizational Citizenship Behavior (OCB), has always been regarded a pro social behavior that is beneficial for both organization and the individuals. Helping behaviors can be consequential in bringing up smooth running and harmony among the colleagues within an organization. This paper examines Organizational Citizenship Behavior in two different sets of organizational citizenship behavior individual (OCB-I) focusing on the individuals and organizational citizenship behavior organization (OCB-O) focusing on the organization, resulting in individual consequences and organizational concerns respectively. Self-Determination Theory (SDT) and Conservation of Resource Theory (COR) are used as underpinning ideology that offers distinctive understandings how external motives of the individuals pave the way to adverse or favorable behaviors. As OCB is carried out, out of compulsion the external motivation loses its worth and individuals experience emotional exhaustion. The perception of work goal progress and task performance of these employees are seriously affected. Higher Education Institutions HEIs are indulged in research and teaching which requires extra mile to attain progressive academic career. The success is inevitable for such HEIs where faculty members go extra mile in their job descriptions. According to the findings it is concluded that externally motivated OCB can cause a faculty member to emotionally exhaust and affect their perceived work goal progress but they can still perform well, even if they are emotionally exhausted, due to several reasons including their status, image etc.

Keywords: Organizational Citizenship Behavior, External Motivation, Emotional Exhaustion, Perceived Work Goal Performance, Task Performance.

1. Introduction

Organizational Citizenship Behavior is in nature discretionary (Organ, 1988), but if it carried out due to some external motives it may cause emotional exhaustion. These external motives could be avoiding punishment or obeying the order from higher authority just out of duty. This in turn affects task performance, actual performance accounted for, and work goal performance, the employee's perception of achieving a performance goal according to his or her set target, negatively.

Discretionary behaviors such as pro social behavior, positive performance of task without any intention of

gains or anticipating appreciation, from the boss, of exploitation of one's time and personal distress while

helping behavior have been analyzed in various studies (Smith, Organ, & Near, 1983),(Lyons & Scott, 2012); (Whiting, Podsakoff, & Pierce, 2008) and(Koopman, Lanaj, & Scott, 2016).

The possibility of negative consequences have been under investigation for some time and directs for more examination to identify how workers engagement in OCBs can result in adverse outcomes (Bolino, Klotz, Turnley, & Harvey, 2013). Although, there have been studies and discussions on the negative results of OCB for some time (Bolino, 1999), it has also been criticized (Organ, Podsakoff, & MacKenzie, 2005) and does not acquire a significant analytical support.

This paper aims to investigate the positive or negative outcomes yielded by externally motivated OCB. Previous studies have tested the negative results of OCB due to external motivation(Bolino & Grant, 2016), (Yam, Klotz, He, & Reynolds, 2017) but hasn't been studied in Pakistan so far.

1.1 Literature Review

1.2 OCB and Emotional Exhaustion:

The Burnout Model presented by (Maslach, Jackson, Leiter, Schaufeli, & Schwab, 1986) from which emotional exhaustion appeared as the most closely related to stress and emotional fatigue as explained in the model itself in the contemporary research. The basic Maslach Model of Burnout comprised of three categories. First construct being emotional exhaustion is an emotional and physical state of deterioration, this is also the construct used in this research. The other two constructs are depersonalization and diminished personal accomplishment can be referred as detachment of an individual from his or work and slow progress.

Rendering to this explanation, it is rational to conceive emotional exhaustion as a type of stress resulting from workplace hassle thus emotional exhaustion can be explained as a mental fatigue caused by different work-related issues.

Employees engaging in OCB may feel emotionally exhausted when they are compelled to do so. Their job performance may be affected because after engaging in OCB they might not have enough time or energy to perform their duties.

Once the worker is involved in assisting others or the organization by doing something additional task, the cost of poor results may result in emotional exhaustion. It may also influence the perception of failure to meet the threshold of advancement. Therefore, emotional exhaustion can be assumed to mediate the relation between OCB and its implications, namely job performance, work-goal progress and non-work

deviance.

An organizationally focused model of emotional exhaustion can be quite important for a more comprehensive understanding of efficient job behaviors and attitudes and for promoting more humane job organizations.

Therefore, it is hypothesized as, **H₁** OCB is positively associated with Emotional Exhaustion

1.3 Moderating effect of External Motivation between OCB and Emotional Exhaustion

While OCBs were initially conceived as discretionary in nature, employees often participate with them not because they want to, but because they feel obligated by extrinsic forces to do so (Bolino et al., 2013); (McAllister, Kamdar, Morrison, & Turban, 2007); (Vigoda-Gadot, 2006). Despite the evident prevalence of non-voluntary OCBs, little is understood about the impact of mandatory OCBs on attitudes and subsequent behaviors of employees.

The OCB includes performing undertakings without desire for rewards offered by the organization while adding to the accomplishment of organizational objectives.

A comparatively large study was conducted by identifying the profiles of workers who showed certain behavioral traits which were in line with self-determination theory. The samples of the study were taken from two different countries, i.e., Belgium and Canada, and they were selected from different organizations and companies. By the evaluation of these profiles, it was found out that employees experience a lot of motivation and self-determination (Howard, Gagné, Morin, & Van den Broeck, 2016).

External regulation according to SDT is the type of the external motivation which is considered to be the most controlled one. the behavior is usually regulated by rewards or avoidance of the punishments. It is perceived as external pressure or event to bring about a certain change—that is, the activity is “seen as being brought about by events and pressures outside of one’s integrated sense of self”(Deci & Ryan, 1985) (p. 111). Therefore, it can be hypothesized that

H₂ External Motivation moderates the relationship between OCB and Emotional Exhaustion such that when external motivation is high, the positive relation between OCB and Emotional Exhaustion will be stronger.

1.4 Mediating effect of Emotional Exhaustion between OCB and Task Performance

It is estimated that both task performance and OCB are essential for efficient organizational workings (Organ, 1988). Research indicates that while OCB is continuously linked to group and organizational efficiency (Karambayya, 1990), as mentioned in (Podsakoff & MacKenzie, 1997); (Podsakoff, Ahearne, & MacKenzie, 1997) task performance is provided greater weight in determining the performance assessments of people (Motowidlo & Van Scotter, 1994; Rotundo & Sackett, 2002); (Werner, 1994), and in allocating individual benefits (e.g., (Allen & Rush, 1998). Much research has examined the relationship between the two types of performance and outcomes.

(Cropanzano, Rupp, & Byrne, 2003) testified varied outcomes; they inferred that emotional exhaustion towards larger and impersonal behaviors may be tiresome for the individuals but emotional exhaustion does not hinder the behaviors beneficial to one’s self for example task performance. It may be hypothesized that

because task performance is significantly beneficial for the employee himself, he /she may not withdraw OCB even if emotionally exhausted and continue with performing the tasks. Hence,

H3 Emotional Exhaustion mediates the relation between OCB and Task Performance

1.5 Mediating Effect of Emotional Exhaustion between OCB and Perceived Work-Goal Progress

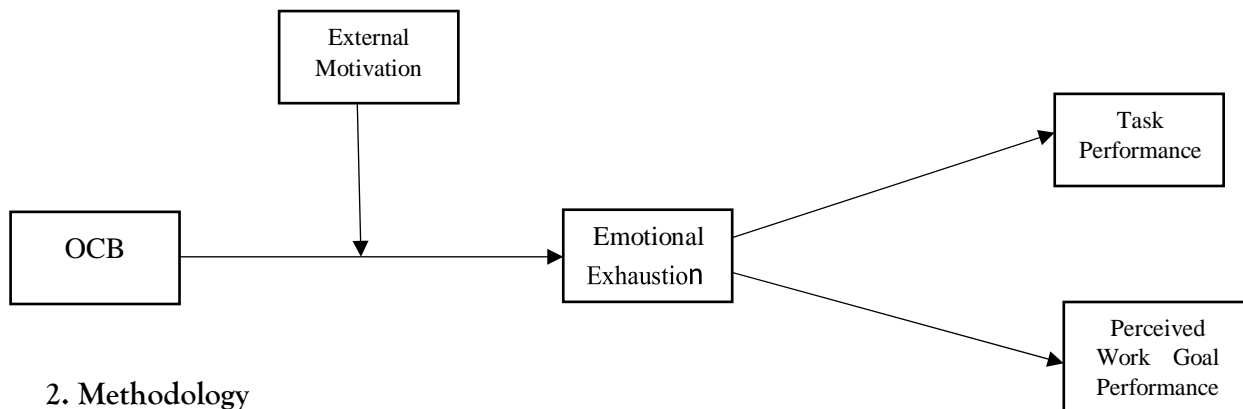
According to self-regulation literature the evaluation and comparison of individual's actual performance with what he or she desires to achieve is identified as perceived work-goal progress. In simpler words the comparison between what an individual has accomplished to what he/ she actually perceives to accomplish (Carver, 2004).

An individual's own sense of accomplishment and the goals he or she sets defines poor or good (Bandura, 1991).

Individuals are usually encouraged to create progress towards job goals but time-competitive actions such as OCB come at the cost of that progress, forcing a trade-off between how a person spends his or her time at work (Beal, Weiss, Barros, & MacDermid, 2005). (M. Grant & A. Hofmann, 2011), for instance, observed that support happens predominantly in reaction to a request for help, and thus these requests are likely to disrupt continuing episodes of performance and decrease the quantity of time available for continuing work-related development (Beal et al., 2005). Hence it can be inferred that emotionally drained employees have a perception that they have not achieved their progress or what they desired to achieve therefore,

H4 Emotional Exhaustion mediates the relation between OCB and Work-Goal performance

1.6 Conceptual Framework:



2. Methodology

Quantitative research method is used in this study. It is considered to be the most appropriate research method to be used in management studies applying deductive approach. In deductive approach the researcher tries to test a theory in different situations and verify it by hypotheses or research questions (Saunders, Lewis, & Thornhill, 2012). By using survey method relation among variables is predicted in this research. Primary data was collected using questionnaires. The unit of analysis was faculty members of higher education institutions of Baluchistan. The sample size is calculated by using the formula below for the known population:

$$n = N \cdot X / (X + N - 1),$$

Professional and demographic characteristics of the sample /participants. For tenure (Years) different categories were assigned. Category (5 or less) out of 306 the response frequency is (117) and percentage is (38.2%), for (6-10) the response frequency is (80) and percentage is (26.1%), for (11-15) the response frequency is (82) and percentage is (26.8%) and for (16 or more) the response frequency is (27) and percentage is (8.8%). Overall the tenure of the sample falls in category (5 or less). The least is from the category (16 or more). In terms of Designation, Professor (8) out of 306 (2.6%), Associate Professor (11) out of 306 (3.8%), Assistant Professor (82) out of 306 (26.8%) and Lecturer (205) out of 306 (67%). The most common designation is Lecturer (67%).

Out of 306 respondents (160) were Male (52.3%) and Female respondents were (146) percentage (47.7%). In terms of age (Years), out of 306 (34), (11.1%) fall in (18-24) category, 133 (43.5%) in 25-34 category, 118 (38.6%) in 35-44 age category and 18 (5.9%) fall in 45-54 category. Most of the respondents are between 25-34 years of age. Marital status of the respondents shows that out of 306 Single are (106) (34.6%), Married (192) (62.7%), and Separated (8) (2.6%) which indicates that most commonly the respondents are married.

PLS path modeling was applied to test the theoretical model (Ringle, Wende, & Becker, 2015). The disjoint approach was used to measure the higher-order construct (Sarstedt, Hair Jr, Cheah, Becker, & Ringle, 2019). Table 1 reports the outer loading for every variable which lies in the acceptable range and thus satisfies the criteria for retention as per the rule of thumb, implying that the criteria for individual item reliability are met.

Table 1 Construct Reliability and Validity (Second order)

Constructs and Indicators	Loadings	CR	(AVE)
Organizational Citizenship Behavior		0.786	0.650
OCBI	0.713		
OCBO	0.889		
Perceived Work Goal Progress		0.896	0.812
WGPA	0.894		
WGPB	0.908		
Emotional Exhaustion		0.926	0.676
EE2	0.833		
EE3	0.867		
EE5	0.822		
EE6	0.843		
EE7	0.731		

EE8	0.830		
External Motivation		0.950	0.730
EM1	0.843		
EM11	0.891		
EM12	0.817		
EM4	0.888		
EM5	0.881		
EM7	0.834		
EM8	0.826		
Task Performance		0.866	0.565
TP1	0.758		
TP2	0.758		
TP3	0.758		
TP5	0.758		
TP6	0.675		

According to Table 1 all indicator loadings show more than 0.708 except TP6 which shows 0.675. Loadings above 0.708 are recommended, indicating that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability. composite reliability is assessed using (Jöreskog, 1971) composite reliability. Higher values generally indicate higher levels of reliability. For example, reliability values between 0.60 and 0.70 are considered "acceptable in exploratory research," values 0.70 and 0.90 range from "satisfactory to good."

Convergent validity is the extent to which the construct converges in order to explain the variance of its items. The minimum acceptable AVE is 0.50 or higher— an AVE of 0.50 or higher indicates that the construct explains 50 percent or more of the variance of the items that make up the construct. Each construct shows higher than 0.50 values which indicates that the constructs explain 50 percent or more of the variance of its items.

Table 2 Discriminant Validity (Second order)

	EE	EM	OCB	TP	W GP
EE	<i>0.822</i>				
EM	0.041	<i>0.855</i>			
OCB	0.460	0.040	<i>0.806</i>		
TP	0.496	0.067	0.458	<i>0.751</i>	
WGP	-0.590	0.093	0.570	0.670	<i>0.901</i>

Hetero Trait-Mono Trait Ratio (HTMT)

	EE	EM	OC B	TP	W GP
EE					
EM	0.070				
OCB	0.678	0.088			
TP	0.575	0.084	0.708		
WGP	0.708	0.109	0.804	0.841	

To assess discriminant validity, which is the extent to which a construct is empirically distinct from other constructs in the structural model. (Fornell & Larcker, 1981) proposed the traditional metric and suggested that each construct's AVE should be compared to the squared inter-construct correlation (as a measure of shared variance) of that same construct and all other reflectively measured constructs in the structural model—the shared variance for all model constructs should not be larger than their AVEs. Table 5 shows that the shared variance of all constructs is not greater than their AVEs

A new method of assessing discriminant validity, the Heterotrait-Monotrait (HTMT) ratio of correlations is proposed by (Henseler, Ringle, & Sarstedt, 2015), which is a multitrait-multimethod matrix. If the value of the HTMT ratio is higher than the threshold value, it shows a lack of discriminant validity. (Gold, Malhotra, & Segars, 2001), proposed a threshold value of 0.90 for the HTMT ratio. The values should be lower than 0.90 or it should not be close to 1. The lower the value, the higher is the discriminant validity.

Heterotrait-monotrait HTMT threshold value is suggested, such as 0.85 or lower (Henseler et al., 2015).

Table 3 Multicollinearity (VIF Values)

	EE	TP	WGP2	WGP1
EE		1.270	1.270	1.270
EM	1.002	1.003	1.003	1.003
OCBI	1.106	1.284	1.284	1.284
OCBO	1.104	1.143	1.143	1.143

Table 3 presents the multicollinearity diagnosis issue among the independent variables. As recommended by (Hair Jr et al., 2020) VIF value should not exceed 3. The findings show that there is no issue to proceed further. The VIF values should be close to 3 and lower. There is no collinearity issue as all the values are less than 3.

Table 4 Structural Model (Hypothesis Testing)

Hypothesis	Beta	ST DV	t-value	p-values	Decision
H ₁ : OCB \square EE	0.459	0.05	8.73	0.00	Supported
H ₂ : OCB \times EM1 \square EE	0.074	0.05	1.29	0.09	Supported (slightly)
H ₃ : OCB \square EE \square TP	0.165	0.02	5.78	0.00	Supported
H ₄ : OCB \square EE \square WGP	0.191	0.02	6.47	0.00	Supported

Hypothesis 1 (H₁) is formulated to test the relationship between OCB and Emotional Exhaustion; it is a one-tail hypothesis and a positive relationship is hypothesized. The results shown in Table 7 indicate that there is a significant positive relationship between OCB and emotional exhaustion of an employee ($\square_1 = 0.459$; p-value = 0.00) implying that H₁ is supported.

Hypothesis 2 (H₂) is formulated to test the moderating effect of Extrinsic Motivation on the relation between OCB and Emotional Exhaustion; The results shown in Table 7 indicate ($\square_2 = 0.074$; p-value = 0.09) implying that H₂ is slightly supported.

Hypothesis 3 (H₃) is formulated to test the mediating effect of Emotional exhaustion between OCB and Task Performance; The results shown in Table 7 indicate ($\square_3 = 0.165$; p-value = 0.00) implying that H₃ is supported. Hypothesis 4 (H₄) is formulated to test the mediating effect of Emotional exhaustion between OCB and Work Goal Progress; The results shown in Table 7 indicate ($\square_4 = 0.191$; p-value = 0.00) implying that H₄ is supported.

2. Discussion and Conclusion

The main objective of this research study is to find out that in what circumstances OCB can lead to positive or negative consequences. Moreover, the underlying processes going on inside a person's mental and physical state result in the outcomes accordingly. Sometimes individuals feel mentally exhausted by engaging in OCBs, this may be due to several factors one of them being short of time to conduct the behaviors that lead to actual progress in work. As, it is expected and confirmed in preceding research studies that OCBs when conducted for extrinsic motivation produce adverse outcomes (Bolino & Grant, 2016), (Yam et al., 2017) but not yet studied in Pakistan, there may be other reasons which could be investigated for in future. It is also consistent with the objective of this research which tries to explore the process underlying motivation that is to say, the external motives if attained can at times endure negative effects in matters of task performance and perceived work goal performance or emotional exhaustion.

External Motivation moderates the relationship between OCB and Emotional Exhaustion such that when external motivation is high, the positive relation between OCB and Emotional Exhaustion will be stronger was supported. This is consistent with the SDT literature that extrinsic motivation can deplete the previously enjoyed tasks (Gagné & Deci, 2005). Hence the faculty of HEIs may feel that if they do not exhibit OCB when demanded by their institution they may be punished or looked at causing them to experience emotional exhaustion.

Emotional Exhaustion mediates the relation between OCB and Task performance was supported implying that emotional exhaustion can affect task performance when OCB is performed. Resource loss as COR places was mainly implemented to comprehend stress and strain in organizational behavior research (Halbesleben & Buckley, 2004); (Hobfoll, 2001) the principle of protecting ones resource also has a motivational component, indicating that people will participate in activities that prevent resource losses, as losses can adversely effect on well-being. It can be concluded that faculty members of HEIs of Baluchistan might want to prevent their resources namely performing their tasks in order to save themselves from losing their reputation, status or the image they have, even if they feel emotionally exhausted. Emotional Exhaustion also mediates the relation between OCB and Perceived Work Goal performance infers that emotionally exhausted faculty members would feel a loss of their goals that they had aimed to achieve in a given time period.

It is pertinent to state that it can be concluded that previously discretionary behavior such as OCB can become tiresome and stressful if conducted for external motives not by one's own pure wish and discretion. The employees may feel compelled to engage in such behaviors due to external motivation and cause emotional exhaustion. This mental exhaustion forces the workers to act according what they want to protect their resources such as 'image, promotion or status' or feel that they are losing their resources such as 'time'.

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