

**Thesis Evaluation for DBA Candidate,  
Yuko Numata Denscombe**

DBA Thesis Title

**Moderated Mediation Effect of Job Embeddedness on Citizenship Fatigue through  
Organizational Citizenship Behavior**

August 9, 2022

ICS DBA Candidate, Yuko Numata Denscombe has successfully completed her thesis defense on June 24, 2022. The Thesis Committee concludes that Yuko Numata Denscombe's thesis has fulfilled the requirements for the DBA degree and recommends to grant her Hitotsubashi University's doctoral degree in business administration. Below is a summary of her thesis, followed by the Committee's evaluation and conclusion.

**1. Overview of the Thesis**

Firms and other organizations increasingly rely on its members' (non-paid) prosocial behaviors for the organization and for other members (i.e., organizational citizenship behavior; OCB) to perform their jobs effectively in a globally connected business world with high-speed execution. According to social exchange theory and conservation of resources theory, job embeddedness and OCB are resource generation activities through reciprocal relationship development. However, recent research suggests that such a favorable state and behavior for organizations may have a negative impact on the conductors of the behavior. The purpose of this thesis is to investigate job embeddedness as an antecedent of citizenship fatigue (i.e., fatigue caused by OCB) and the mediation process of OCB. The moderating role of perceived organizational support (POS) between OCB and citizenship fatigue and the mediation pathway was also examined.

Job embeddedness, a resource-abundant state, was found to directly and negatively correlate with citizenship fatigue. The thesis also explored the moderating effect of an organizational intervention operationalized as POS to alleviate workers' citizenship fatigue. The thesis found that POS was negatively associated with citizenship fatigue, and the interaction between OCB and POS was significant. The simple slopes analysis for the association between OCB and citizenship fatigue showed that the slope was steepest at lower

level of POS followed by the medium level (vs. high level). In conclusion, moderated mediation model from job embeddedness to citizenship fatigue through OCB with POS moderation was supported. This allure that identifying those who suffer from generally favorable job embeddedness and OCB and sheltering them through organizational intervention of POS will help enhance the well-being of employees.

## **2. The Thesis Committee's Evaluation**

### ***Theoretical Contributions***

This thesis contributes to the literature by enhancing what is known about the dark side of two generally positive occupational constructs: job embeddedness and OCB. Job embeddedness has attracted attention since its origin in 2001 (Mitchell et al., 2001). Yet, research gaps remain in the job embeddedness literature, as extant research has primarily focused on positive or negative consequences of job embeddedness. Therefore, this thesis attempts to integrate both favorable and adverse outcomes of job embeddedness through a mediation model with OCB as the mediator and citizenship fatigue as the outcome.

Regarding the contribution to the OCB literature, this thesis expands what is known about the dark side of OCB, specifically citizenship fatigue. Although the origin of OCB research dates back to 1983 (Bateman & Organ, 1983), exploration of the negative consequences of OCB did not begin until the mid-2000s. Such studies (e.g., Bolino et al., 2015) are still limited compared to the abundant body of research of over 4,900 studies on OCB (Podsakoff et al., 2018). This thesis extends the current literature (e.g., Bolino et al. 2015) to better understand how citizenship fatigue can be mitigated if employees cannot avoid involvement in OCB activities by theorizing and examining the moderating effect of POS between OCB and citizenship fatigue.

### ***Managerial Implications***

This thesis offers important managerial implications. In theory, organizations and employees with good intentions are more likely to produce favorable outcomes; therefore, such behaviors should be highly encouraged. However, in practice, certain employees may feel unable to advocate for improvement despite the good intentions of the organization out of fear of decreasing the morale of other employees. Yet, these employees may not be visible to organizations and remain unnoticed.

The findings of this thesis imply that controlling for the negative consequences of citizenship fatigue is important, particularly under a state of emergency such as COVID-19, where in-role work is not enough to continue organizational operations, rendering organizations to rely solely on OCB. Despite the drawbacks of job embeddedness and OCB, limiting such acts is not feasible, as there is a proven record of their increased prevalence. Rather, it is critical for organizations to intervene with POS protect employees and prevent suffering. In conclusion, implications of this thesis may contribute to adjusting the imbalance between research and practice.

### ***Limitations and Further Development***

As with any study, this thesis has some limitations. First, as all variables were self-reported, there may be a common method bias problem. Future research should consider the inclusion of data collected from other sources. Second, cultural differences should be explored with a caution of measurement invariance to promote the limited generalizability of this monoculture study. Finally, the study in the thesis was cross-sectional, examining concurrent conditions related to job embeddedness and citizenship fatigue. Longitudinal study may enrich our understanding of social exchange relationships represented by job embeddedness, OCB, and POS, which are reciprocal, and their associations may be bidirectional. Although most studies on job embeddedness and OCB have found the former to be an antecedent of the latter, some studies (e.g., Holtom & Sekiguchi, 2018) have suggested that OCB may also be an antecedent of job embeddedness.

### ***Conclusion***

The Thesis Committee concludes that Yuko Numata Denscomb's thesis has fulfilled the requirements for the DBA degree and by successfully conducting this research she has demonstrated her qualifications as an academic scholar. The Committee therefore recommends to grant Yuko Numata Denscomb Hitotsubashi University's DBA degree.

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