

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

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Abstract

In a globally connected business world with high-speed execution, organizations increasingly rely on prosocial behaviors (i.e., organizational citizenship behavior; OCB) of embedded workers to perform their jobs effectively. 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 employees. The purpose of this study was to investigate job embeddedness as an antecedent of citizenship fatigue and the mediation process of OCB. The moderating role of POS between OCB and citizenship fatigue and the mediation pathway was also assessed. Job embeddedness, a resource-abundant state, was found to directly and negatively correlate with citizenship fatigue. This study also explored the moderating effect of an organizational intervention operationalized as perceived organizational support (POS) to alleviate workers' citizenship fatigue. This study found that POS was negatively associated with citizenship fatigue, and the interaction effect between OCB and POS was significant. The simple slopes for the association between OCB and citizenship fatigue were stronger at lower levels and the mean POS 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.

Keywords: job embeddedness, organizational citizenship behavior, citizenship fatigue, perceived organizational support

Chapter 1. Introduction

1.1 Research Motivation

During the COVID-19 pandemic, prosocial behaviors of essential workers (e.g., physicians and nurses) were jeopardized due to increased fatigue stemming from underappreciation for the extra-role behaviors performed to save lives. According to the Medscape United States (U.S.) and International Physicians' COVID-19 Experience Report (2020), physicians in most of the surveyed countries believed they should risk their lives for patients in need. However, approximately half of the U.S. physicians surveyed considered career changes, including retiring early (25%) and leaving the medical field (12%).

In Japan, an estimated 400 nurses working at a hospital in Tokyo threatened to resign after the hospital refused to pay summer bonuses due to a decrease in revenue following the COVID-19 outbreak (Naito, 2020). Approximately 100 physicians at the same hospital resigned (Iwasawa, 2021). An increase in resignations were reported in the middle of the second and fourth waves of the pandemic. It can be inferred that nurses and physicians suffer from general occupational discomforts, such as work overload, job stress, and burnout. However, nurses and physicians worldwide are in a similar situation due to the stressors associated with COVID-19, and many remain embedded and committed to their work. Thus, mass resignation in an organization may imply that there are additional factors to consider outside of general occupational discomfort. The unprecedented challenge of mass resignation of essential healthcare workers cannot be resolved without addressing the prosocial behaviors of essential workers.

Although this phenomenon became apparent with essential workers during the pandemic, similar behaviors have been observed in the past. In a globalized world, where high-speed decision-making is required, contemporary organizations increasingly rely on embedded employees to sustain the organization (Organ et al., 2006). Therefore, the purpose

of this study was to investigate job embeddedness as an antecedent of citizenship fatigue and the mediation process of OCB. The moderating role of POS between OCB and citizenship fatigue and the mediation pathway was also assessed. When embedded workers go “above and beyond the call of duty (Bolino & Turnley, 2003, p.60), referred to as *organizational citizenship behaviors* (OCB), they can suffer from *citizenship fatigue*. If a pathway can be established between these variables, this study will attempt to identify a way to mitigate it through organizational intervention, operationalized as *perceived organizational support* (POS).

1.2 Research Questions

Job embeddedness is the extent of an employee’s “stuckness” (Lee et al., 2014); it focuses on external forces (e.g., links, fit, and sacrifice) rather than employees’ affect towards the organization. Links and fits are instrumental, whereas sacrifices are intrinsic. These forces are further categorized into community links, fit and sacrifice, and organizational links. Community factors also influence an employee’s decision to remain in their job.

Most research on job embeddedness considers it a favorable state that should be encouraged because it will positively impact the organization. On the other hand, anecdotal scenarios reported during the COVID-19 pandemic indicate that job embeddedness may lead to negative outcomes. Several scholars have explored the dark side of job embeddedness (Allen et al., 2016; Greene et al., 2017; Marasi et al., 2016; Peltokorpi et al., 2020; Sekiguchi et al., 2008). Thus, this study aims to integrate such contradicting views by including OCB and citizenship fatigue into the study of job embeddedness.

OCB describes discretionary behaviors that promote an organization's efficient and effective functioning (Organ et al., 2006). OCB is one of the consequences of job embeddedness, such that a positive state leads to positive behavior. In general, OCB also leads to positive outcomes such as increased performance (Mackenzie et al., 2018; Podsakoff

et al., 2009) and reduced turnover (Podsakoff et al., 2009).

However, as shown in anecdotal episodes, OCB may have negative consequences for organizations. This study focuses on the fatigued state caused by the act of OCB, referred to as citizenship fatigue (Bolino et al., 2015). Citizenship fatigue can be distinguished from general stress, work overload, or burnout, as these may affect the employee's in- and extra-role (Bolino et al., 2015). However, citizenship fatigue may be associated with frustration or under-appreciation of a particular act of OCB (i.e., extra-role). Thus, employees may experience citizenship fatigue without experiencing general occupational discomfort. Employees experiencing citizenship fatigue may refrain from future OCB, but it may not affect their in-role activities or performance.

This research aimed to determine how a positive state (i.e., job embeddedness) leads to positive behavior (i.e., OCB), yet can lead to negative consequences such as citizenship fatigue. Because a positive state and behavior are known to lead to positive outcomes, employees and organizations will encourage them. It is important for organizations to recognize when employees experience such positive states and display positive behaviors such as job embeddedness and OCB. Without these positive states and behaviors, employees may feel reluctant to share concerns, and the organization may suffer.

There is a need for organizational interventions to mitigate the effects of citizenship fatigue. One potential solution for organizations is to provide organizational support and measure employees' POS to overcome the negative effects of OCB. Synthesizing the above research interests, the main research questions of this study are as follows.

1. Is employees' job embeddedness related to their citizenship fatigue by demonstrating OCB?
2. Does employees' POS mitigate citizenship fatigue when they demonstrate OCB?

1.3 Theories Applied for This Research

Social Exchange Theory (SET) and Conservation of Resource Theory (COR) were utilized as theoretical frameworks to guide the study and interpretation of the results. SET explains how sequential interdependent social exchanges occur within an organization as a reciprocal process (Cropanzano & Mitchell, 2005, Mitchell et al., 2012, Cropanzano et al., 2017). The state of job embeddedness can be explored through social exchanges when employees are provided with intrinsic and instrumental resources from organizations and other employees. Employees feel obligated to voluntarily reciprocate, forming a reciprocal interrelationship that further embeds them within the organization. This resource-gaining activity exchange is viewed from the perspective of resource conservation. As stated in the COR tenet, individuals try to obtain and protect resources they value (Hobfoll et al., 2018). Because the embedded state increases resources, employees acknowledge it as a favorable and desirable state.

OCB can be considered a resource-generating activity when viewed through a SET and COR lens. Employees who help each other by engaging in OCB expect reciprocation. However, Bolino et al. (2015) pointed out that OCB might also be a depletion activity if sufficient resources are not provided or replenished. Hence, Coyle-Shapiro et al. (2018) called for integrating SET and COR to better understand the consequences of OCB by investigating what occurs when employees cannot sustain OCB over time. From the SET perspective, it can be assumed that citizenship fatigue may occur as a result of non-reciprocation. From the COR perspective, non-reciprocation may be due to a resource-draining effect. Therefore, both SET and COR can help predict the positive and negative outcomes of OCB (Bolino et al., 2015).

Citizenship fatigue is likely to occur when OCB demands are more significant than the resources provided for OCB or the replenishment of resources. In particular, citizenship

fatigue may stem from low resources, low replenishment of resources, or the loss or threatened loss of resources (Bolino et al., 2015). In circumstances of low or loss of resources, citizenship fatigue can be exacerbated as the working environment of employees changes to adapt to vulnerable, uncertain, complex, and ambiguous situations such as with the COVID-19 pandemic.

SET and COR are overarching theories for understanding the relationships between job embeddedness, OCB, and citizenship fatigue. Reaching a state of job embeddedness is a resource-gaining activity; thus, it should mitigate the impact of resource depletion activities. Although the direct relationship between job embeddedness and citizenship fatigue has not been explored, job embeddedness has been shown to be negatively correlated with similar constructs such as stress and burnout (Hobfoll, 2001). If so, a similar mechanism may apply, such that job embeddedness and citizenship fatigue are also negatively correlated.

Researchers who have examined the relationship between job embeddedness and OCB have used SET and COR to understand why high job embeddedness may lead to high OCB (Holtom & Sekiguchi, 2018). Wheeler et al. (2012) explained, with their multifocal theory, that people exchanged and retained their intrinsic (i.e., sacrifice) and instrumental (i.e., fit and link) values to avoid resource loss. In addition, job embeddedness promotes performance as an instrumental resource, making employees fulfill responsibilities more effectively. This leads to highly embedded employees who invest more resources. For example, employees invest in training or education through social exchange with the organization and other employees to increase the possibility of promotion or decrease the possibility of layoffs (Kiazad et al., 2015). On the contrary, investing resources can also deplete resources such as the time and effort available for task performance. Therefore, job-embedded employees can be reluctant to make extraordinary efforts to invest resources. Thus, citizenship fatigue may occur if employees do not have the discretion to control OCB

activities to reach optimal levels.

To avoid citizenship fatigue, it is critical to determine the conditions that cause it and support those who suffer from occupational discomfort. Because most organizations and employees acknowledge job embeddedness and OCB as favorable, limiting such a state and behavior is impractical. Rather, it may be feasible to intervene organizationally to support those who need resources to avoid citizenship fatigue. Solely relying on the good intentions of employees to exchange and reciprocate may have to be reconsidered when resources are limited. Thus, POS, typically examined from SET and COR perspectives, is examined in this model as a buffer for the relationship between OCB and citizenship fatigue.

POS is resource organizations provide from the COR perspective, such as pay or job enrichment (Halbesleben et al., 2014). Resource provision initiates a social exchange process (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017), and employees often establish reciprocity. Moreover, POS fulfills socioemotional needs such as respect (Rhoades & Eisenberger, 2002), which may become intangible resources. Thus, POS may influence the positive relationship between OCB and citizenship fatigue.

Chapter 2. Literature Review

2.1 Theories Guiding the Current Research

2.1.1 *Social Exchange Theory*

The origin of Social Exchange Theory (SET) can be traced back to Gouldner's (1960) work in social psychology and Blau's (1964) work in sociology. The focus of traditional exchange models was the economic exchange of goods (Mitchell et al., 2012). In their research, Blau (1964) explained the difference between economic and social exchange relationships. Economic relationships are characterized as shorter-term, quid pro quo, and weak interrelationships. Social exchange relationships are characterized as longer-term, open-ended, and strong interrelationships. Individuals engaged in social exchange relationships often to expect less reciprocation and are more likely to experience an imbalance in exchanged value. Such reciprocal exchanges are voluntary and transform an exchange relationship from economic to social.

In organizational science, SET treats social exchange as a series of interdependent interactions between two or more parties. When an actor provides a beneficial resource to a target, in the process of reciprocity, the target reciprocates out of a sense of obligation. The sequential exchanges strengthen the relationships and leads to positive behaviors (Cropanzano & Mitchell, 2005; Cropanzano et al., 2017; Mitchell et al., 2012).

SET generally focuses on the actor's positive actions, but negative actions are also considered (Cropanzano et al., 2017). Homeomorphic reciprocity is desired, which occurs when the form of the exchanged items are similar. Thus, positive actions are reciprocated with positive actions, whereas negative actions are reciprocated with negative actions. In particular, when an actor has high power, their behavior prompts similar actions in others. In this regard, senior leaders in the organization may establish a pattern of behavior that trickles down to the lower level. In addition, because many social exchanges overlap and are

comparable, encouraging one type of social exchange may stimulate others. Such social exchanges include POS, leader-member exchange, team-member exchange, or extra-role behavior, including OCB.

Although reciprocity is considered a social norm, the degree of reciprocity may differ (Cropanzano & Mitchell, 2005; Cropanzano et al. 2017; Gouldner 1960). This difference may be due to constraints, motives, available resources, and time of exchange (Mitchell et al., 2012). Some scholars who focus on the resource aspect of SET use the taxonomy of economic resource exchange and socioemotional resource exchange. Economic resource exchange is materialistic, easily monetizable, and concrete. Conversely, socioemotional resource exchange indicates an individual's status and value in the context of a social group (Mitchell et al., 2012). After several attempts to exchange economic resources, one party can signal symbolic exchanges, and the relationships may evolve. Such heteromorphic exchanges that involve the exchange of different but equally valued resources is one focus of contemporary research (Mitchell et al., 2012). In particular, when one party has constraints in exchanging economic resources, they will begin to exchange socioemotional benefits as resources.

Scholars have observed that when organizations and employees exchange resources in the form of job embeddedness or POS, employees reciprocate in a prosocial manner (Cropanzano et al. 2017; Cropanzano & Mitchell, 2005). Prosocial reciprocation is an example of OCB. As it takes time to build symbolic relationships, such relationships are considered higher quality than economic exchange relationships. Individuals engaging in high-quality relationships tend to be more generous and forgiving of others when equal reciprocation does not occur (Mitchell et al., 2012). This phenomenon is observed even when employees are confronted with unequal reciprocation; they tend to be more tolerable of ill-treatment than when engaged in low-quality relationships. However, if one party is treated

with low or negative exchanges of resources, there can be a limit to tolerance, leading to negative outcomes based on homeomorphic reciprocity. It should be noted that the outcome of unequal reciprocity may not be the same as engaging in counterproductive work behavior (CWB; Cropanzano et al., 2017). For example, OCB and counterproductive work behavior (CWB) are different constructs, and not simply opposite behaviors. Thus, employees can be actively involved in OCB and withhold OCB activities without engaging in CWB.

Interpersonal relationships are formed as a result of continuous social exchanges of resources among parties. Such exchanges can serve as future resources (Cropanzano et al. 2005; Mitchell et al. 2012). That is, the relationships are more than the products of the exchanges but also serve as a resource that can be exchanged with other resources. Thus, COR is relevant to the current research. CRT explains why people engage in a dynamic reciprocal investment process. COR also explains why there are fluctuations in exchanges over time. These points are not addressed by SET (Halbesleben & Wheeler, 2015).

2.1.2 Conservation of Resource Theory

Conservation of Resource Theory (COR) asserts that “individuals strive to obtain, retain, foster, and protect those things they centrally value” (Hobfoll, 1989, p.516). While COR was initially applied to explain stress and strain, it has also been applied to fatigue, burnout, motivation, and beyond (Hobfoll et al., 2018). The original definition of a resource is objects (e.g., car), personal characteristics (e.g., self-efficacy), conditions (e.g., employment), or energies (e.g., recognition) that people value or that serve as a means to attain them (Hobfoll, 1988; Hobfoll, 1989).

Hobfoll (1988) later identified 74 types of resources with validity established in western contexts, including understanding from employers and bosses, feelings of accomplishment, and advancement in education or job training. These resources can help establish job embeddedness. Additionally, POS as a resource may lead to numerous positive

outcomes that help people attain their goals (Halbesleben et al., 2014). However, current research shows that individual values may differ and be context dependent. Therefore, favorable resources may sometimes lead to negative outcomes (Halbesleben et al., 2014). Therefore, the current definition of resources is too broad. Although certain resources are perceived to help people attain their goals (Halbesleben et al., 2014), it cannot be directly inferred that resources are used to support the attainment of goals successfully. In this study, job embeddedness, OCB, and POS are generally perceived as important resources. However, job embeddedness and OCB can lead to adverse outcomes under certain conditions.

COR also focuses on environmental coping processes (Hobfoll, 1988; Hobfoll et al., 1989). Because individual goals may change depending on the environment, the means to achieve goals may also change. Therefore, the forms and values of resources may fluctuate as context changes (Halbesleben et al., 2014). Furthermore, resources are finite; therefore, individuals must allocate resources and may make poor decisions (Halbesleben et al., 2014). Those more skilled at allocating resources might increase their fit with the environment compared to those with more resources. These characteristics imply that the same resource may not be equally valued for all individuals, depending on the conditions.

There are four COR principles and three COR corollaries. In addition, resource caravan and resource caravan passageway principles were later added (Hobfoll et al., 2018). The first principle, the *primacy of the loss*, occurs when the perceived impact of resource loss is larger than that of resource gain. The second principle, *resource investment*, occurs when individuals need to invest in resources to protect or recover from losses or gains in resources. For example, individuals may use savings to compensate for lost income or indirectly replace savings by increasing their skills to prepare for uncertainty. The third principle, the *gain paradox*, occurs when high resource loss emphasizes resource gain. The fourth principle, *desperation*, occurs when individuals perceive to be overstretched and defensively attempt to

avoid depletion. Desperation can lead to defensive, aggressive, or irrational behavior. An individual may assume a defensive mode while waiting for the stressor to pass. In contrast, an aggressive mode may be assumed to explore alternative strategies for survival. According to Hobfoll et al. (2018), the fourth principle is explored least among the COR principles.

Based on the resource caravan principle, resources travel in packs rather than individually. According to Hobfoll et al. (2018), resources such as self-esteem, optimism, and self-efficacy emerge from common environmental conditions. High correlations were observed in resourceful organizations that provide a marketplace for resource sharing and facilitate resource transactions (Hobfoll, 2010). Furthermore, Hobfoll (2010) coined the environmental conditions that facilitate such resource sharing “caravan passageways.” Hobfoll (2010) stated that an individual or group’s ability to develop and maintain resources is often out of control and depends on the circumstances that define social ecologies. Hobfoll’s research emphasizes the strength of job embeddedness as a resource-abundant state because it has multi-focal dimensions, all considered resources.

From these principles, the first corollary is that people with high resources are more capable of dealing with resource loss and more capable of resource gain; the opposite is true as well. This means that resource possession is integral to the vulnerability and resilience to resource loss. The second corollary concerns the resource loss cycles in which resource loss spirals gain momentum and magnitude. This is partial because resource loss has a larger impact, and such loss causes stress, a resource-depleting condition that makes it more difficult for people to recover from the loss. In addition, the initial loss begets future losses (Hobfoll, 2010).

On the other hand, the third corollary states that resource gain spirals tend to be weak and develop slowly because resource gains are both low in magnitude and slow. However, the initial resource gain begets future gains. The first principle and the last two corollaries

imply that individuals must somehow counteract loss to prevent a spiral situation. This justifies this research to explore the adverse outcomes of generally positive constructs, job embeddedness and OCB.

Scholars have also investigated resource processes, including resource conservation, acquisition, and signals (Halbesleben et al., 2014). Two key components involved in resource conservation are *loss aversion* and *conservation motivation*. These processes are still under study, but Halbesleben et al. (2014) suggested that a loss threat may have a greater impact than the actual loss. Moreover, the degradation of resources may have to be considered if resource level cannot be retained through reciprocal investment (Halbesleben & Wheeler, 2011). One example is social support or knowledge, as seen in job embeddedness.

The second resource process involves acquiring new resources (Hobfoll, 1988). When people experience loss, they tend to either scale back or be more strategic, comparing the pros and cons of resource investment to acquire new resources (Halbesleben, 2010). This may hold true for interpersonally related resources, such as reciprocity (Halbesleben & Wheeler, 2011). The third process is a resource signal based on its availability or worth. Halbesleben & Wheeler (2015) argued that the signal might be different from the actual resource. The authors distinguished between perceived resources (e.g., perceived social support), a signal that resource investment may lead to gaining more resources (e.g., trust), and actual resource investment behaviors (Halbesleben & Wheeler, 2015). Based on their findings, resource investment in the form of OCB was needed to ensure additional resources such as social support, as the signal (i.e., trust) was perceived. Their research also demonstrated the resource-gaining spiral of COR, contrary to the majority of research at the time that focused on the resource depletion impact of resource investment. Because there are resource gain and loss circumstances, and also an investment and cutback behavior on resources aimed at protecting from depletion, resources may change with many possible

trajectories that may increase, decrease, fluctuate, or stall (Halbesleben et al., 2014).

COR features dimensions of the crossover model. Crossover occurs when an interpersonal process (e.g., job stress) affects another person (Bolger et al., 1989). As Westman (2001) explained, experiences, affective states, and resources can be directly transmitted to others through empathy. When this takes place, an indirect crossover of experience or resource transmission occurs as the recipient tries to cope or support. Finally, a spurious crossover of shared stressors such as economic hardship occurs, leading to common effects such as anxiety. Although Westman (2001) observed such crossover between family partners, it was suggested that a similar crossover may occur within organizational settings. In addition, although the original focus of crossover was on stress and strain, Westman (2001) proposed that positive crossover, such as support, may also occur. A few examples of workplace crossover include burnout, engagement, team-member exchange (Bakker et al., 2006, 2009) and leader-member exchange (Graen & Uhl-Bien, 1995).

2.2 Job Embeddedness

2.2.1 Overview of Job Embeddedness

Job embeddedness as a construct has evolved into a practical application of SET and COR. Originally, job embeddedness was used in research to explain an employee's intention to stay in their job. Compared to a century-old body of research on why people quit (Hom et al., 2017), why people stay in their jobs was neglected until Mitchell & Lee (2001) developed the job embeddedness construct. Until this paradigm shift (Hom et al., 2019), why employees stay has been considered the opposite of why employees leave (Lee et al., 2014). The traditional wisdom states that employees search for alternative jobs when they become dissatisfied, and employees leave when they find better alternatives to their existing jobs (Mitchell & Lee, 2001). Job attitudes (e.g., dissatisfaction) and the availability of alternative jobs predicted turnover. However, Mitchell & Lee (2001) found that those who resigned were

not necessarily dissatisfied or seeking alternatives and that often a triggering event led to their resignation.

The contribution of job embeddedness as a construct was that it combined various factors that affect the decision to stay; it captures an individual's links, fit, and sacrifice. *Links* are connections that attach an employee and their family to a social, psychological, and financial web between them and other people or institutions (Zhang et al., 2012). *Fit* is perceived as compatibility with the organization or community. Fit occurs when personal values, aspirations, knowledge, skills, abilities, and requirements are compatible with the organization or community. *Sacrifice* is the perceived cost of quitting that can be psychological, social, or material.

Factors that influence job embeddedness can be broadly categorized as targets, organizations, and communities. An employee's decision to stay may be influenced by the environment within and outside of their work. Therefore, the original and revised job embeddedness measures have six dimensions: fit community (e.g., the culture of the community), fit organization (e.g., the job itself), link community (e.g., mentors), link organization (e.g., nonprofit board of director role), sacrifice community (e.g., relocation), and sacrifice organization (e.g., stock options; Holtom & Sekiguchi, 2018). Because of these multi-foci dimensions, job embeddedness is the state of abundant resources explained by the resource caravan and caravan passageways and the crossover model of COR (Wheeler et al. (2012). Thus, sub-dimensions of job embeddedness, particularly organizational job embeddedness (i.e., organizational fit, link, and sacrifice) and community job embeddedness (i.e., community fit, link, and sacrifice) may have different effects on citizenship fatigue.

While Mitchell and Lee's (2001) comprehensive scale has been widely used, Lee et al. (2004) reorganized the six dimensions into off-the-job (community) and on-the-job (organizational) embeddedness. The authors found that the former significantly predicted

voluntary turnover and volitional absences, whereas the latter significantly predicted OCB and job performance. Later research (e.g., Allen, 2006, Jiang et al., 2012) found that on-the-job embeddedness has stronger associations with job attitudes and behaviors compared to off-the-job embeddedness. Nevertheless, this research used the overall job embeddedness construct because, based according to the caravan and caravan passageway principles, both community and organizational job embeddedness create resources that mitigate the impact of resource consumption activity.

Job embeddedness differs from similar constructs, such as organizational commitment, job satisfaction, and intention to leave (Crossley et al., 2007). While each of these factors are job-related (Crossley et al., 2007), job embeddedness includes community-related factors outside the workplace. Second, affective commitment (Allen & Meyer, 1990), continuance commitment (Allen & Meyer, 1996), and job satisfaction (Spector, 1997) reflect emotional attachment or job satisfaction. However, job embeddedness has little affective content, as other constructs do (Holtom & Sekiguchi, 2018). Third, intention to quit represents anticipated future behavior. On the contrary, job embeddedness represents the past and status quo connected by inertia-like forces. That is, job embeddedness is not an energized force and not considered a chosen state (Kiazad et al. 2015; Mitchell & Lee, 2001)

Moving away from the first generation of job embeddedness research that targeted the prediction of voluntary turnover (Mitchell & Lee, 2001), the second generation of job embeddedness research has expanded to predict various organizational outcomes, not limited to turnover. Such outcomes include in-role and extra-role job performance (Holtom & Sekiguchi, 2018). Therefore, the research focus has shifted away from why people stay to why they perform (Holtom & Sekiguchi, 2018.) This shift has been based on the insight of withdrawal theory, which describes multiple work behaviors occurring over time sequentially. For example, employees may reduce their OCB, resulting in decreased job

performance and increased absences (Hanisch & Hulin, 1991). That is, employees, withdraw in progression from easy to difficult (Hulin, 1998), an opposite process to why people produce and stay.

The third generation of job embeddedness is based on SET and COR (Kiazad et al., 2015). These theories further explain how employees become embedded and are involved in OCB and other outcomes, such as CWB and high-performance work practices in their growing nomological network (Holtom & Sekiguchi, 2018). Although not explicitly stated, SET can explain how employees become embedded. By receiving economic resources, employees feel obligated to reciprocate and exchange socioemotional or symbolic values (i.e., fit and link). From the COR perspective, people try to preserve resources that hold intrinsic (i.e., sacrifices) or instrumental (i.e., fit and links) value as they want to avoid the discomfort that they feel from loss.

Furthermore, job embeddedness uplifts job performance because instrumental resources (fit and links) facilitate employees to effectively meet their job responsibilities, making them capable of gaining more resources such as recognition (the investment principle of COR) (Kiazad et al., 2015). In addition, the caravan and caravan passageway principles explain the multi-focus dimensions of job embeddedness in resource-abundant states. Perhaps the transmitting resources, as described in the COR crossover model, help employees share such an abundant state (Westman 2001). COR can also explain job embeddedness's compensatory and buffering effects (Mitchell & Lee, 2001). Those not satisfied with a job may still stay in their job if there are other attractive features at their work. However, enduring undesirable features may increase the stress that causes resource depletion.

In summary, SET and COR explain why people stay and the outcomes of job embeddedness from a resource perspective, which integrates the first and second generations of research. In addition, the current research draws on these two theories to explain the dark

side of job embeddedness.

2.2.2 Dark Side of Job Embeddedness

Although job embeddedness mainly focuses on positive outcomes, some research has revealed its dark side. In the first research study to explore the dark side of job embeddedness, Sekiguchi et al. (2008) argued that even in the case of low-quality leader membership exchange (LMX), the high embeddedness of employees makes them stay. However, they may feel strongly inconsistent between their high job embeddedness and low-quality LMX. This may make them feel stressed and lead them to act negatively, such as decreasing the level of task performance and OCB. Follow-up research has examined the indirect moderating or mediating effects of job embeddedness to find tolerant employees of adverse conditions in exchange for the embedded state (Allen et al., 2016, Burton et al., 2015, Holtom et al., 2012, Marasi et al., 2016, and Peltokorpi et al., 2020). For example, Allen et al. (2016) adopted a COR perspective on the job embeddedness construct, explaining that resource preservation motives make highly embedded employees stay, despite a hostile work environment leading to negative health outcomes. This is based on the primacy of the resource principle that employees feel more pain from losing resources than the benefit they feel from gaining the same number of resources. Moreover, highly embedded employees have more resources to lose; therefore, they may become more protective of them by trying to stay (the desperation principle).

However, some studies have examined the direct negative consequences of job embeddedness (Ng & Feldman, 2009, Ng & Feldman, 2010, Greene et al., 2017). Ng and Feldman (2009) examined occupational embeddedness to find the variance in task performance, CWB, and creativity. They also found that increasing organizational embeddedness may increase family work conflict due to increased work responsibilities (including more OCB due to higher fit and links), depleting family time and energy. Ng and

Feldman (2010) found potential negative consequences of job embeddedness by showing that highly embedded employees first reduce social capital and then human capital. However, such a decline would be detrimental to organizational functioning. Greene et al. (2017) found that job embeddedness negatively affects task and contextual performance when economic exchange, rather than a social exchange, is high. Despite the advancement of research on the direct adverse consequences of job embeddedness, limited research has explained why contradictory findings with positive and negative outcomes coexist.

2.3 Organizational Citizenship Behavior

2.3.1 Overview of Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is a type of individual discretionary behavior that is not formally recognized by the reward system but facilitates organizations to function well (Organ et al., 2006). OCB is a meaningful outcome of SET (Cropanzano & Mitchell, 2005). Such discretionary behavior begins with receiving an intrinsic resource. Employees who receive such resources feel obligated to reciprocate through OCB—a type of social exchange. Thus, OCB in isolation is a type of social exchange that generates resources but may also be a clear antecedent of generally positive outcomes (Podsakoff et al., 2009). In addition, OCB may be an outcome of leader-member exchange, another typical type of social exchange (Konovsky & Pugh, 1994). From the COR perspective, social exchanges generally develop resources. According to Bolino et al. (2002), OCB develops a resource called social capital. It has three dimensions: structural capital (e.g., network ties), relational capital (e.g., high level of trust and perceived obligation), and cognitive capital (e.g., common perspective or understanding within the social network). OCB has been considered useful in a practical manner because such social exchange behaviors free up resources for productive purposes rather than using them for increasing coworker productivity. It also creates social capital to attract the best people (Organ et al., 2006).

Since the creation of the OCB construct (Bateman & Organ, 1983; Smith et al., 1983), interests in this construct are expanding. Over 3,700 articles on OCB and related constructs were published between 1983 and 2015, according to Podsakoff et al.'s (2018) Web of Knowledge search. Among these publications, approximately 83% were published within ten years and 54% within five years. In addition, research on OCB has been extended to populations outside the U.S., such as Japan (Reiche et al., 2014).

In recent years, various OCB have been explored. The major components of OCB include altruism or helping (e.g., helping colleagues), conscientiousness (e.g., exemplary records of attendance and punctuality), sportsmanship (e.g., do not fuss about the temporary loss of privileges and conveniences), courtesy (e.g., giving colleagues advance notice about some development that they might need to prepare for), and civic virtue or voice (e.g., providing feedback about the organization's effectiveness; Organ, 2018). Nearly 40 different types of OCB have been identified in scholarly work over the past 30 years (Mackenzie et al., 2016). Another common way to organize OCB is to distinguish between OCBI (OCB for individuals, such as helping) and OCBO (OCB for organizations, such as conscientiousness and sportsmanship; Williams & Anderson, 1991).

The antecedents of OCB include job satisfaction, which is correlated with OCB helping, POS, leader supportiveness, affective commitment, perceived fairness, and personality (Organ, 2018; Organ et al., 2006; Organ & Ryan, 1995). In addition, based on the investment principle of COR, highly embedded employees have sufficient resources to invest in OCB and thus accumulate more resources. Helping coworkers or supervisors, for example, can build goodwill with the expectation of reciprocal paybacks (Kiazad et al., 2015). Additionally, OCB has been studied from a motivational perspective. The three major motives for OCB are prosocial, organizational concern, and impression management (Mackenzie et al., 2018). The first two motives are other-oriented and focus on others' well-

being.

On the other hand, impression management motives represent “good actors” as opposed to “good citizens” (Takeuchi et al., 2015). Some employees are involved in OCB not because they want to help others but to benefit themselves. They are just trying to give altruistic impressions to others when they behave egoistically.

OCB has unit-level and individual consequences. Unit-level consequences include performance and effectiveness of the unit, improvements in business process measures (e.g., speed and accuracy in task completion), customer measures (e.g., service quality), and financial measures (e.g., profitability; Mackenzie et al., 2018). A meta-analysis by Podsakoff et al. (2009) indicates that many of these relationships are significant and strong. Individual-level consequences include increased performance evaluations, reward recommendations, and actual rewards, as well as decreased turnover intentions, actual turnover, and absenteeism (Podsakoff et al., 2009).

2.3.2 Dark Side of OCB

Unlike economic exchanges, social exchanges such as OCB do not occur on a quid pro quo, and the return is often in an anonymous form. Additionally, social exchange entails unspecified future obligations. Thus, even if OCB is generally considered a social exchange that builds resources over time, uneven reciprocity may occur. From a COR perspective, such an imbalance can lead to resource depletion. Hence, although most researchers have focused on the benefits of OCB for employees and organizations, some have started to explore the dark side of OCB. For example, Bolino et al. (2016) acknowledged that reduced need for maintenance functions would help reduce organizations' need for training and coaching. However, the lack of resources invested in employees may create citizenship fatigue (Bolino et al., 2018). As such, OCB is likely to be harmful when it results in resource depletion, when employees feel obligated to provide OCB (citizenship pressure), or when it becomes an

expected part of the job.

2.4 Citizenship Fatigue

2.4.1 Overview of Citizenship Fatigue

Citizenship fatigue is “a state in which employees feel worn out, tired, or on edge attributed to engaging in OCB” (Bolino et al., 2015, p. 57). Employees reach such a state when they feel that what is expected of them goes beyond the call for duty or their discretion (Bolino et al., 2015). Similar constructs are distinguishable from citizenship fatigue (Bolin et al., 2015). One such construct is compassion fatigue, where compassionate energy is expended and surpasses its restorative level (Coetzee & Klopper, 2010). While compassion fatigue is related to sadness and helplessness, citizenship fatigue is related to frustration or underappreciation of OCB activities.

Citizenship fatigue also differs from general occupational discomforts such as felt stress, role overload, or burnout (Motowidlo et al., 1986, Bolino & Turnley, 2005, Maslach, 1982). Felt stress is an unpleasant emotional experience associated with negative feelings such as fear and dread (Motowidlo et al., 1986). Role overload is when employees have too many responsibilities compared with their available time and abilities (Bolino & Turnley, 2005). Burnout is explained as a combination of emotional exhaustion, depersonalization, and reduction in personal accomplishment, often observed when employees deal intensively with others (Maslach, 1982). None of these focus on OCB in particular, while they all reduce employees’ ability to perform their jobs in general. On the other hand, citizenship fatigue is caused by the particular act of OCB. It may affect OCB but not necessarily in-role job performance (Bolino et al., 2015).

Bolino et al. (2015) suggested that employees may suffer only from citizenship fatigue but not stress, role overload, or burnout. In addition, citizenship fatigue may only undermine employees’ citizenship behavior, not impacting tasks or in-role performance.

Citizenship fatigue may be the result of events that are irrelevant to these feelings. For example, they may experience citizenship fatigue due to negative feedback regarding their OCB, lack of recognition of their OCB, or lack of an appraisal they expected by engaging in OCB (Bolino et al., 2015). This theoretical distinction is supported by a series of confirmatory factor analyses showing that citizenship fatigue is distinct from job stress, role overload, and burnout (Bolino et al., 2015).

Although citizenship fatigue is derived from the act of OCB, it does not always lead to citizenship fatigue. Bolino et al. (2015) found that OCB did not significantly correlate with citizenship fatigue, nor was it correlated with subsequent OCB. On the other hand, some scholars argue that employees are more likely to experience citizenship fatigue due to environmental changes. Bolino et al. (2004) pointed out the phenomenon of escalating citizenship, in which employees must continually do more to be considered good organizational citizens. Similarly, Cross et al. (2013) and Cross et al. (2016) suggested that many employees perceive collaboration overload as a result of social media and other collaborative tools at work, implementation of matrix-based structures and cross-functional teams, and globalization. In the past two decades, collaborative activities have increased by 50% (Cross et al., 2016). Therefore, environmental changes will ensure that citizenship fatigue is more common. The COR used by Bolino et al. (2015) to develop the citizenship fatigue construct will further help hypothesize that OCB may lead to citizenship fatigue more often.

2.4.2 Citizenship Fatigue from COR Perspective

COR is useful for understanding OCB because it may include resource generation and consumption activities (Koopman et al., 2016). The benefits of OCB, especially helping, are related to interpersonal activities that generate psychological resources (Bono et al., 2013; Heaphy & Dutton, 2008; Quinn et al., 2012), fulfill basic human needs, such as autonomy

and relatedness, and enhance self-evaluations (Williamson & Clark, 1989). In addition, helping makes a difference in life by owning gratitude to others, further improving positive effects (Grant & Sonnentag, 2010). However, OCB may be costly for those who have reduced progress towards work (Bergeron 2007). Because OCB is a “time-dependent” activity (Bolino et al., 2012), the crucial resource, time, is transferred to OCB (Mueller & Kamdar, 2011). Helping directly transfers resources (Porter, 2005). Therefore, people often encounter a trade-off between in- and extra-role work (Barnes et al., 2008). However, most research on COR is static in that OCB's favorable and adverse effects are disconnected. Koopman et al. (2016) integrated both perspectives and argued that OCB may be both resource generation and consumption behaviors based on COR and found the daily effects of OCB on well-being. The current study aims to follow a similar application of COR to integrate the positive and negative effects of job embeddedness through OCB.

Citizenship fatigue can also be explained using COR theory. Stress occurs when employees perceive resource loss or threat to loss, when replenishment resource is unavailable, or when resources are overstretched or exhausted. In these cases, people attempt to preserve resources (the desperation principle), thus developing citizenship fatigue. Bolino et al. (2015) argue that citizenship fatigue “results from OCB owing to (a) low levels of current resources, (b) the lack of resource gain following resource expenditures, and (c) the loss or threatened loss of resources.” (p. 57). This research supports their argument because the three conditions mentioned above are more frequently observed in contemporary societies owing to the demanding nature of in-role and extra-role jobs.

2.4.3 Antecedents and Conditions that Affect Citizenship Fatigue

Although there is a growing interest in citizenship fatigue, there have been few studies on this topic. Bolino et al. (2015) found that the relationship between OCB and citizenship fatigue was conditional and explored three moderators for this relationship: perceived

organizational support (POS), team-member exchange (TMX), and citizenship pressure. Each of these moderators can be explained by COR, but their impact on resources is different. POS increases current resources, TMX compensates for depleted resources, and citizenship pressure depletes or threatens to deplete resources.

POS reflects the extent to which employees perceive that their employer appreciates their contributions and is concerned with their well-being (Eisenberger et al., 1986). POS may be praise, approval, pay, rank, and job enrichment. Bolino et al. (2015) found that when POS was low, OCB caused a net loss of resources, resulting in high citizenship fatigue. TMX is an example of a lack of resource gain. TMX reflects employees' social exchange with their members (Seers, 1989). When TMX is low, and employees do not receive adequate support, the act of OCB will lead to a drain of resources due to a lack of reciprocity. However, when TMX is high, employees are better able to reciprocate. Bolino et al. (2015) found that with high TMX, OCB was associated with low citizenship fatigue.

The third moderator is citizenship pressure, which is the pressure to engage in OCB. Although OCB is supposed to be discretionary, such acts are often rewarded or encouraged; therefore, employees may feel pressured to do so (Bolino et al., 2010). Under such conditions, employees may feel threatened to lose their desired outcome if OCB is not performed. Therefore, Bolino et al. (2015) found that with high citizenship pressure, OCB was associated with high citizenship fatigue. Bolino et al.'s (2015) findings suggest that citizenship fatigue may be influenced by the level of incoming and outgoing resources. Xu et al. (2021) also found an association between OCB and citizenship fatigue moderated by POS and an association between CWB and citizenship fatigue. The boundary conditions of citizenship fatigue have yet to be explored in addition to these studies.

After the citizenship fatigue construct was created, Klotz et al. (2018) explored the relationship between OCB motivations and citizenship fatigue by creating OCB profiles, as

shown in Table 1. The authors focused on the resource-depleting aspects of OCB but found that the level of depletion depends on motivation. Organizational concern motives had a negative effect on citizenship fatigue, but impression management had a positive effect. According to COR, when employees' efforts are volitional, they have enough resources and autonomy, and therefore, their energy depletion is slower. However, if their efforts are externally forced, as in impression management, the energy depletion is high (Klotz et al., 2018).

The next stream of research identifies additional antecedents of citizenship fatigue. Liu et al. (2019) found that employees with high career adaptability (i.e., resource replenishment activity but also facilitating personal functioning and decision making) have sufficient resources for OCB through affective commitment or emotional exhaustion mediation. However, those with low career adaptability lacked resources for OCB and thus felt citizenship fatigue. In addition, emotional stability is an antecedent of citizenship fatigue mediated by emotional exhaustion, which threatens overall resource loss based on the COR desperation principle (Liu & Yu, 2019). Given the limited research on the antecedents of citizenship fatigue, this study explored job embeddedness as a new antecedent of citizenship fatigue.

Existing research has focused on the resource-loss aspect of citizenship fatigue (Table 1). This is understandable, as when a new construct is developed, scholars would normally try to find its applicability in other situations. While acknowledging varieties of such conditions, this research aimed to take a step further to find some organizational intervention to alleviate citizenship fatigue, assuming that resource loss through OCB is unavoidable. This study operationalized such an intervention in the form of POS, which is explained in the next section.

Table 1*Previous Research on Citizenship Fatigue*

Authors	IV	DV	Findings
Bolino et al., 2015	OCB	Citizenship Fatigue	(1) The relationship between OCB and citizenship fatigue is stronger and positive when POS is lower.
	POS, TMX, Citizenship Fatigue (M)		(2) It is stronger and negative when TMX is higher. (3) It is stronger and negative when citizenship pressure is lower.
	Citizenship Fatigue	Future OCB	The relationship between citizenship fatigue and future OCB is negative.
Klotz et al., 2018	Profiles of OCB	Citizenship Fatigue	(1) Prosocial citizens, (2) disengaged employees, and (3) specialists lead to low citizenship fatigue. (4) Moderates and (5) contributors lead to high citizenship fatigue.
De Clercq et al., 2019	Citizenship Pressure Continuance commitment (M)	Job Performance	Citizenship fatigue mediates the relationship between citizenship fatigue and job performance. The indirect relationship is weaker. when continuance commitment is higher.
	Citizenship Fatigue (I)		
Liu et al., 2019	Career adaptability	OCB Citizenship Fatigue	Affective commitment mediated the relationship between career adaptability and OCB.
	Hindrance stressors (M)		Emotional exhaustion mediated the relationship between career adaptability and citizenship fatigue.
	Affective commitment (I) Emotional exhaustion (I)		Both indirect relationships are stronger when hindrance stressors are higher.
Liu & Yu, 2019	Emotional Stability Job stressors (M)	Citizenship Fatigue	Emotional exhaustion mediates the relationship between emotional stability and citizenship fatigue.

	Emotional exhaustion (I)		The indirect relationship is stronger when job stressor is higher.
Qiu et al., 2020	Organizational concern Impression Management Task Performance (M) Citizenship Fatigue (I)	Thriving at Work	Citizenship fatigue mediates the relationship between organizational concern and thriving at work. Citizenship fatigue mediates the relationship between impression management and thriving at work. The indirect effect between impression management and thriving at work will be stronger when performance is higher.
Altaf et al., 2020	Challenge Hindrance Stressors Citizenship Pressure (M) Citizenship fatigue (I)	Psychological Well-being	Citizenship fatigue mediates the relationship between challenge stressors and psychological well-being. Citizenship fatigue mediates the relationship between hindrance stressors and psychological well-being.
Xu et al. 2021	OCB POS (M) Citizenship Fatigue (I)	CWB	Citizenship fatigue mediates the relationship between OCB and CWB. The indirect relationship is stronger when POS is lower.

(I) = Mediator, (M)=Moderator

In summary, the above findings suggest that resource depletion or threat to depletion is a key factor in citizenship fatigue based on COR theory. If resource depletion is unavoidable, one of the remedies is to create a resource-gaining system to compensate for this loss. This study explores conditions such as perceived organizational support (POS).

2.5 Perceived Organizational Support

One of the major constructs explained by SET is Perceived Organizational Support (POS; Cropanzano & Mitchell, 2005). POS is “a general perception concerning the extent to which the organizations value their contributions and care about their well-being”

(Eisenberger et al., 1986, p. 500). POS may be a tangible resource, such as pay and promotions, or an intangible resource, such as job enrichment and influence over organizational policies (Rhoades & Eisenberger, 2002).

POS initiates the social exchange process (review Rhoades & Eisenberger, 2002 and Kurtessis et al., 2017). Employees see humanlike characteristics in their employer and build a feeling of reciprocity. This leads to a felt obligation to help organizations. In addition, they anticipate that high organizational performance will be recognized and rewarded. Thus, employees who perceive high organizational support (high POS) will engage in positive behavioral outcomes such as extra-role (OCB) and in-role performance. The correlation is stronger for extra-role than in-role performance because the former may be a more salient way to show reciprocity towards discretionary organizational support (Rhoades & Eisenberger, 2002). Employees tend to appreciate voluntary organizational support more than those mandated by outside pressures, such as regulations.

The moderating role of POS can also be explained by SET. First, POS initiates a social exchange and self-enhancement processes. POS fulfills socioemotional needs by providing care, approval, and respect (Rhoades & Eisenberger, 2002). These may also be considered intangible resources. Thus, POS leads to attitudinal consequences such as affective organizational commitment and job satisfaction. Employees increase their sense of POS when they feel favorable treatment from organizational members. Thus, favorable treatment by organizations, coworker support, and employee-organization relationship quality, such as procedural justice, are antecedents of POS.

POS is one of the resources provided by organizations from the COR perspective (Halbesleben et al., 2014). POS is considered a social resource, as employees can expect organizational support (Marchand & Vandenberghe, 2016). If employees perform OCB because resources in the form of POS are invested, they should have sufficient resources

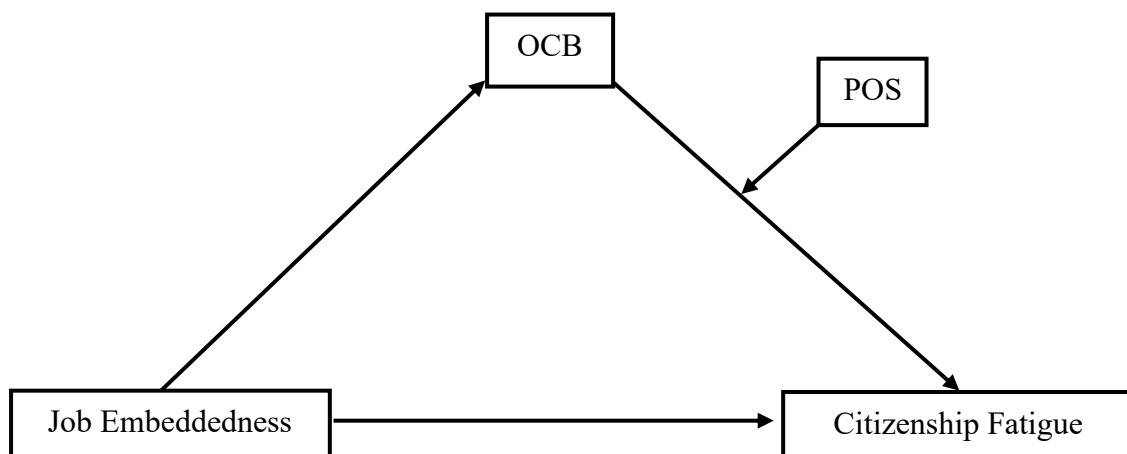
(resource investment principle). Because citizenship fatigue develops due to low levels of resources, resource replenishment, or loss or threat of loss of resources, the organizational intervention of POS will reduce the effect of OCB on citizenship fatigue. However, if employees cannot obtain enough resources through POS, they are likely to lose resources due to OCB behaviors, thus increasing the effect of OCB on citizenship fatigue.

Chapter 3. Research Model and Hypothesis

3.1 Research Model

I examined job embeddedness as an antecedent of citizenship fatigue and the mediation process of OCB in this association. I then explored the moderating role of POS between OCB and citizenship fatigue and the mediation pathway.

Figure 1:
Theoretical Model



3.2 Job Embeddedness and Citizenship Fatigue

The direct relationship between job embeddedness and citizenship fatigue has not been explored. However, if job embeddedness is a state of abundant resources (Halbesleben & Wheeler, 2008) and citizenship fatigue is a state of depleted resources. In that case, these variables might be negatively correlated. Specifically, Halbesleben and Wheeler (2008) reviewed each component of job embeddedness from the COR perspective. They showed that the link components represent person-to-person relationship resources; the fit components represent an employee's sense of belonging; and the sacrifice components explain the primacy of the loss principle. Any of the 74 job-related resources found by Hobfoll (2010)

might disappear when employees terminate or lose their jobs. In other words, job embeddedness has instrumental value (fit and link) and intrinsic value (sacrifice) to acquire resources (resource investment principle). Mitchell et al. (2001) combined the community and organizational dimensions of job embeddedness to argue that each component has slightly different relationships. Thus, the bundled overall job embeddedness is larger than the sum of each component, making job embeddedness a state of abundant resources supported by the resource caravan and caravan passageways (Wheeler et al., 2012). The crossover COR model might support a job-embedded state's advantage even more. Thus, as the first corollary states, employees with greater resources are more enduring to resource loss and more capable of resource acquisition. The third corollary mirrors the first corollary that employees with resources begin to gain.

Citizenship fatigue emerges when employees feel tired or worn out due to OCB. Employees are likely to feel citizenship fatigue when they receive negative feedback, have no appraisal, or their OCB is neglected. In such cases, they feel they have low resources or lose resources due to OCB, or their OCB resource replenishment is low. If so, based on the COR primacy of loss principle, more saliency is found in resource loss than in resource gain. In addition, based on the second corollary, the initial loss begets future loss and such a resource loss cycle gains momentum and magnitude. This is because stress leads to resource loss, and resource investment is required to offset further resource loss (Hobfoll, 2010). The resource caravan passageways and crossover model of the COR can be applied in a negative state. Caravan passageways could be an adverse environmental condition that makes it difficult for employees to develop and maintain resources (Hobfoll, 2010). If organizations do not provide resourceful passageways, employees become less productive or counterproductive, not because of their nature but because of the demanding ecology not replenishing consumed resources (Hobfoll, 2011). The crossover model, originally developed to explain stress and

strain, shows that employees share stressors (Hobfoll et al., 2018). For these reasons, the contrast between the resource-abundant state of job embeddedness and the resource-depleted state of citizenship fatigue is widened. Thus, I predicted a negative direct association between job embeddedness and citizenship fatigue (see the hypothesis below).

H1: Job embeddedness is negatively and directly related to citizenship fatigue.

In addition to the negative direct effect on citizenship fatigue, job embeddedness may also impact OCB to indirectly increase citizenship fatigue when imbalance of resource exchange is perceived. Furthermore, the direction of direct and indirect effects may also depend on the levels of POS. These associations are elaborated in the next couple of sections.

3.3 Meditating Role of OCB

SET literature has shown that employees who receive high resources try to reciprocate and generate more OCB through commitment as a means of payback (Bishop et al., 2000). Because the act of achieving high job embeddedness is a resource-generating activity through the reciprocal exchange, employees who feel obligated to reciprocate are more likely to engage in OCB. COR literature has also shown that high job embeddedness is linked to high OCB because job embeddedness helps acquire resources from the COR investment perspective (Holtom & Sekiguchi, 2018).

Embedded employees with high resources usually have more to fulfill OCB, and those who invested resources in OCB to accumulate more resources become more embedded. This spiral enables them to acquire more resources. This is consistent with the first COR corollary that greater resources make people less vulnerable to resource loss and more competent in resource generation. This is also consistent with the third corollary that the initial resource begets future resources (Hobfoll et al., 2018). In addition, it is consistent with the resource caravan and caravan passageway principles that resources travel in packs. Lee et al. (2004) found that on-the-job embeddedness increases OCB. Jiang et al.'s (2012) meta-

analysis also showed a positive correlation between job embeddedness and OCB.

Furthermore, I posit that OCB is positively associated with citizenship fatigue.

Previous research has found that OCB can be a resource consumption behavior that requires considerable time and effort to deplete resources. However, OCB does not always lead to citizenship fatigue (Bolino et al., 2015; Xu et al., 2021). Because OCB is a volitional behavior, those who anticipate resource depletion would reduce their OCB to protect their resources. This is consistent with the desperation principle of COR, in which individuals protect the resources they value (Hobfoll et al., 2018). Therefore, they should not have to develop citizenship fatigue under normal circumstances. Bolino et al. (2015) and Xu et al. (2021) found no correlation between OCB and citizenship fatigue unless OCB was performed under certain conditions. Therefore, the fine balance of resource generation and consumption aspects of OCB dictate the presence of an association.

Nonetheless, I predict that OCB is positively associated with citizenship fatigue because the balance of contemporary organizations is more inclined towards resource depletion. First, organizations rely on employees who are willing to support their colleagues and organizations (Organ et al., 2006). Therefore, organizations emphasize cooperation, coordination, and collaboration (Khazanchi et al., 2007). Second, organizations are more decentralized in structure, which induces employees to take more initiative at work (Seibert et al., 2011). In such an environment, where OCB has been taken for granted, escalating OCB may be observed that OCB level may become too high compared to the resource fulfillment level. Third, employees may feel obligated to repay the socioemotional exchange provided in the job-embedded state through high OCB. Thus, if OCB is less controllable in reducing resource depletion, employees may not be able to protect enough resources based on the second corollary of COR. Thus, unless employees feel they have sufficient autonomy in their volitional behavior, they are more vulnerable to citizenship fatigue. Because of the above-

hypothesized pathways, there is likely a positive mediated/indirect relationship between job embeddedness and citizenship fatigue via OCB, contrary to the negative direct association between job embeddedness and citizenship fatigue. Job embeddedness and OCB generally lead to favorable outcomes. However, in certain situations, the dark side of job embeddedness may adversely affect OCB. If job embeddedness limits the flexibility of OCB levels, it may not avoid resource depletion, thus leading to increased citizenship fatigue. To summarize the above-hypothesized effects, I predict the following associations:

H2: Job embeddedness is positively related to OCB.

H3: OCB is positively related to citizenship fatigue.

H4: Job embeddedness is positively and indirectly related to citizenship fatigue through OCB.

3.4 Moderating Role of POS

From the SET and COR perspectives, POS is considered a resource. As explained by SET, POS initiates social exchanges. Through a reciprocal process, POS fulfills the socioemotional needs of employees by providing care, approval, and respect (Rhoades & Eisenberger, 2002); these are considered to be intangible resources. POS is an invested resource that maintains the current level of resources sufficiently high, as tested by Bolino et al. (2015) and Xu et al. (2021). Although OCB can be a resource-depleting behavior, the resource can be compensated if there are sufficient resources to invest in OCB. This is consistent with the second COR principle that resource investment will be necessary to shield themselves from resource loss, recover from resource losses, and generate resources (Hobfoll et al., 2018). POS not only provides explicit resources such as pay, but it also provides implicit resources, such as caring, that fulfill employees' socioemotional needs (Rhoades & Eisenberger, 2002). In either case, POS helps increase resources. Therefore, when employees' POS is high, they experience lower levels of citizenship fatigue. If the POS level

is low, the OCB resource drain will not be compensated; thus, employees may experience increased citizenship fatigue (Bolino et al., 2015; Xu et al., 2021).

Based on the above moderation hypotheses, I expect a moderated mediation effect for the entire model. As positive association between OCB and citizenship fatigue will strengthen as POS decreases, the mediated/indirect effect of job embeddedness on citizenship fatigue through OCB, as represented by the product of the coefficients of the path from job embeddedness and OCB and the path from OCB to citizenship fatigue, will likely increase as POS decreases. Thus, I predict the following:

H5: POS moderates the effect between OCB and citizenship fatigue such that their relationship is stronger when POS decreases.

H6: POS moderates the mediation effect from job embeddedness to citizenship fatigue through OCB such that job embeddedness will be more strongly and indirectly related to citizenship fatigue through OCB when POS decreases.

Chapter 4. Empirical Study

4.1 Samples

To test the hypotheses, I used the Amazon Mechanical Turk online survey to investigate the moderated mediating model involving job embeddedness to predict citizenship fatigue through the mediation of OCB. Amazon Mechanical Turk was used because it has become a popular social and behavioral science method. Buhrmester et al. (2011) concluded that high-quality data could be collected from Amazon Mechanical Turk. In 2015, 40% of papers in the *Journal of Personality and Social Psychology* had at least one study that used Amazon Mechanical Turk (Zhou & Fishbach, 2016).

Using Amazon Mechanical Turk, I tested subjects who resided in the United States, where OCB research is centered. Based on the study by Guiling et al. (2022) bibliometric analysis of 4,324 papers on OCB since 2000, the United States contributed the most, with one-third (1,435) of the publications and the highest number of citations (68,592). Using an American sample also avoided any potential translation inconsistencies in the survey because the measures were in English.

4.2 Measures

Job Embeddedness

Holtom et al.'s (2013) 18-item Job Embeddedness Scale was used in this study. There were six facets of job embeddedness on this scale, with an equal number of items for each facet, including community fit, community link, community sacrifice, organizational fit, organizational link, and organizational sacrifice. An example of the scale is "I love the place where I live." A five-point rating scale, ranging from 1 to 5 ("strongly disagree" to "strongly agree"), was used. The Cronbach's alpha for job embeddedness was .922.

Organizational Citizenship Behavior

A comprehensive measure of OCB with three facets (helping, voice, and individual

initiative) was used in this study (Bolino et al., 2015). Specifically, Van Dyne & LePine's (1998) seven-item scale for helping and six-item scale for the voice was used. Helping reflects interpersonally focused cooperative behavior. An example of the helping subscale was, "This particular coworker assists others in this department with their work for the department's benefit." Voice reflects positive behavior for the organization that are relatively challenging in nature. An example of this subscale was, "This coworker speaks up and encourages others in this department to get involved in issues that affect the unit." Because Van Dyne & LePine's (1998) original scales were used to measure the subordinates' OCB, the subjects were changed from "This particular co-worker" to "I." A seven-point rating scale ranging from 1 to 7 ("strongly disagree" to "strongly agree"), was used for these two subscales. Bolino & Turnley's (2005) 15-item scale for individual initiatives was also used. Individual initiatives reflect extra-conscientious activities comprised of tasks and work contexts. An example of this subscale was "Works late into the night at home." Employees' spouses or significant others answered the original scale to evaluate themselves. Thus, the scale was changed to add "I." A five-point rating scale ranging from 1 to 5 ("never do this," to "usually does this"), was used for this subscale. A total of 28 items converted to z-scores were used to assess OCB. Given the differences in the rating scales of the subscales, standardized scores of the subscales were used to calculate the mean score of OCB. The Cronbach's alpha for OCB in this study was .922.

Citizenship Fatigue

Bolino et al.'s (2015) seven-item citizenship fatigue scale was used. An example of this scale was "Because of going the extra mile for my organization, I feel "on edge" about various things." Participants rated from 1 to 5 ("strongly disagree," to "strongly agree"). The Cronbach's alpha for citizenship fatigue was .938.

Perceived Organizational Support

Lynch et al.'s (1999) eight-item POS scale was used in this study. This is a short version of the original 36-item Survey of Perceived Organizational Support Scale reported by Eisenberger et al. (1986). A sample item of POS was "My organization strongly considers my goals and values." A five-point rating scale ranging from 1 to 5 ("strongly disagree" to "strongly agree") was used. Cronbach's alpha for the POS was .915.

Control Variables

Age, negative affect, hours worked per week on average, and performance was used as control variables in this study. They have been used in previous research on citizenship fatigue (Bolino et al., 2015). The positive and negative affect schedule was used (Watson et al., 1988). A five-point rating scale ranging from 1 to 5 ("very slightly or not at all" to "extremely") was used. Cronbach's alpha for negative affect was .960. Lynch et al.'s (1999) nine-item in-role performance scale was used, which was rated on a five-point rating scale ranging from 1 to 5 ("strongly disagree" to "strongly agree"). The Cronbach's alpha was .825.

4.3 Analytic Plan

To address the theoretical model, I conducted a survey using Amazon Mechanical Turk in February 2021. I collected data on 149 workers who were older than 18 years, worked more than 35 hours a week, and resided in the United States. This study included 99 men and 50 women. The mean age of the sample was 38.62 years, with a standard deviation of 10.30 years. Approximately half of the participants were married (51.7%). The mean organizational tenure was 7.80 years.

After data collection, missing data and outliers were examined. Cronbach's alpha was calculated to assess the reliability of each measure. I first conducted descriptive statistics to inquire about the study variables' means, standard deviations, and correlations. Then, the model was tested using SPSS version 28 with Process Macro ver. 4.1 in three steps (Hayes,

2022). First, I tested the path between job embeddedness and citizenship fatigue. Then, I tested mediation model of job embeddedness on citizenship fatigue through OCB using Process Model 4 (Hypothesis 1-4). The process reports the model and significance testing of the paths from job embeddedness to citizenship fatigue (c path and c' path) and OCB (a path), from OCB to citizenship fatigue (b path), and the mediation effect of job embeddedness on citizenship fatigue through OCB ($a*b$). Then, I used Model 1 to have an initially focused view of the moderation effect of POS on the relationship between OCB and citizenship fatigue (b path; Hypothesis 5) before including job embeddedness in the model.

Finally, I used Model 14 to test the moderated mediation model, in which the moderation effects of POS on the relationship between OCB and citizenship fatigue (b path; Hypothesis 5) and the mediation effect of job embeddedness on citizenship fatigue through OCB ($a*b$; Hypothesis 6) were tested. As with prior research that uses Model 14 for moderated mediation analysis, I used bootstrapping procedures (5,000 times) with 95% confidence intervals. The variables were mean centered to avoid multicollinearity.

I hypothesized that job embeddedness is negatively related to citizenship fatigue, and the direct paths (c and c') would be negative. However, job embeddedness is positively related to OCB (a path), which, in turn, is positively related to citizenship fatigue (b path), resulting in a positive mediation effect ($a*b$). The opposite directions of direct and indirect effects are consistent with my theoretical model and hypotheses and are allowed in mediation analysis (Hayes, 2022).

4.4 Results

First, I checked the correlations among the variables to determine whether they were associated with each other. The means, standard deviations, and correlations of the study variables are presented in Table 2. Relevant to the hypotheses, job embeddedness was negatively correlated with citizenship fatigue ($r = -.239, p < .01$) and positively correlated

with OCB ($r = .677, p < .001$). OCB was not correlated with citizenship fatigue ($r = .072, p = .382$). POS was negatively correlated with citizenship fatigue ($r = -.466, p < .001$). These results preliminarily supported Hypotheses 1 and 2. It does not support Hypothesis 3, but it is consistent with the findings of Bolino et al. (2015) and Xu et al. (2021), and the association may vary depending on the POS levels. Regarding control variables, negative affect was positively correlated with citizenship fatigue, while performance was negatively correlated with citizenship fatigue.

Table 2

Descriptive Statistics and Correlations for Study Variables

	<i>n</i>	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1 Age	149	38.617	10.299	-							
2 Negative Affect	149	1.829	.988	-.124	-						
3 Hours worked	149	40.423	7.046	.019	-.213 **	-					
4 Performance	149	4.212	.526	.175 *	-.454 ***	.070	-				
5 Job Embeddedness	149	3.663	.748	.162 *	-.065	-.223 **	.299 ***	-			
6 OCB	149	0.000	.792	.099	.184 *	-.122	.187 *	.677 ***	-		
7 POS	149	3.513	.953	.054	-.185 *	-.217 **	.298 ***	.614 ***	.439 ***	-	
8 Citizenship Fatigue	149	2.613	1.082	-.072	.562 ***	-.062	-.419 ***	-.239 **	.072	-.466 ***	-

* $p < .05$. ** $p < .01$. *** $p < .001$. OCB is calculated based on standardized subscale scores.

Then, the path between job embeddedness and citizenship fatigue was tested with the control variables, including age, negative affect, hours worked, and performance. The model was significant ($F(5, 143) = 17.209, p < .001, R^2 = .376$). Job embeddedness was negatively associated with citizenship fatigue, $B = -.237, SE = .105, p = .025$. Therefore, H1 was supported.

Next, the mediation model from job embeddedness to citizenship fatigue with OCB as the mediator was examined using Model 4 in Process. The model from job embeddedness to OCB was significant ($F(5, 143) = 31.877, p < .001, R^2 = .527$). As shown in Table 3, job embeddedness was positively associated with OCB, $B = .721, SE = .067, p < .001$ (a path).

Therefore, H2 was supported.

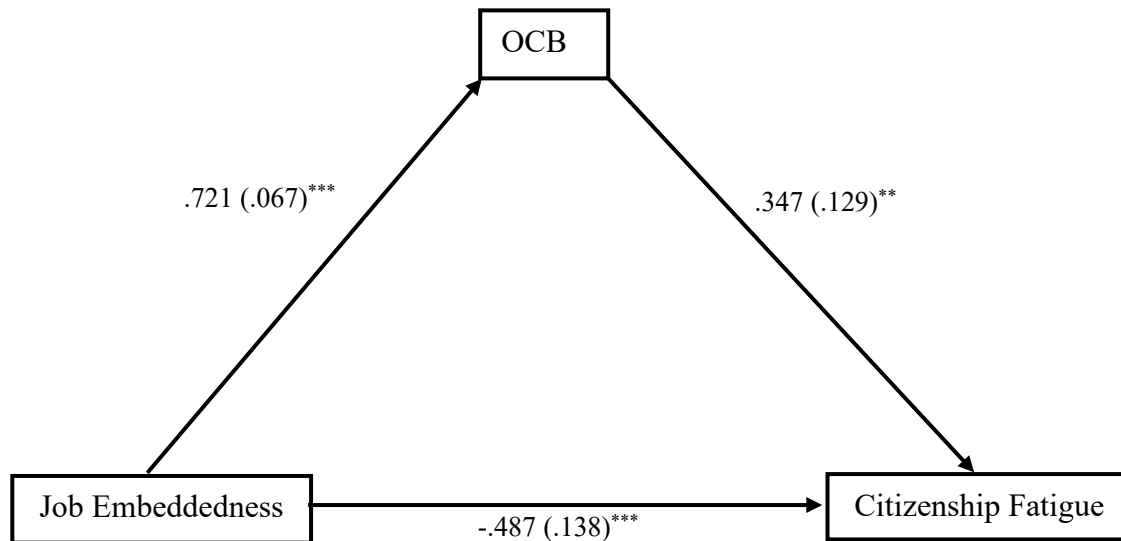
Furthermore, the mediation model from job embeddedness to citizenship fatigue via OCB was significant ($F(6, 142) = 16.182, p < .001, R^2 = .406$). As shown in Table 3, job embeddedness was negatively associated with citizenship fatigue, $B = -.487, SE = .138, p < .001$ (c' path). OCB was positively associated with citizenship fatigue, $B = .347, SE = .129, p = .008$ (b path). Therefore, H3 was supported. There was a significant indirect effect of job embeddedness on citizenship fatigue through OCB ($B = .250, 95\% CI = [.050, .459]$). Because zero was not within these CI s, there was a significant mediation effect. Thus, H4 was supported (Figure 2). The total effect from job embeddedness to citizenship fatigue was $B = -.237, SE = .105, p = .025, 95\% CI = [-.443, -.030]$.

In summary, the hypotheses regarding the mediation model of job embeddedness on citizenship fatigue through OCB were supported. As seen in Zeng et al. (2020), this research found partial mediation to indicate the combined effects of job embeddedness on citizenship fatigue. That is, given the larger negative direct effect and the relatively smaller positive indirect effect, job embeddedness overall reduced citizenship fatigue even if the mediation process increased citizenship fatigue through OCB.

Table 3*Simple Mediation Analysis*

Effect	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Path to OCB				
Intercept	-4.190	.588	-7.132	<.001
Age	.0003	.005	.075	.941
Negative Affect	.239	.053	4.515	<.001
Hours Worked	.010	.007	1.398	.164
Performance	.169	.103	1.647	.102
Job Embeddedness	.721	.067	10.837	<.001
$R^2 = .527$				<.001
$F(5, 143) = 31.877$				
Path to Citizenship Fatigue				
Intercept	5.037	1.051	4.791	<.001
Age	.004	.007	.624	.534
Negative Affect	.453	.087	5.208	<.001
Hours Worked	-.001	.011	-.076	.940
Performance	-.381	.159	-2.397	.018
Job Embeddedness	-.487	.138	-3.525	.001
OCB	.347	.129	2.697	.008
$R^2 = .406$				<.001
$F(6, 142) = 16.182$				

Figure 2:
The Results of Simple Mediation



Unstandardized path coefficients and standard errors are shown outside and inside the parentheses, respectively.

*** $p < .001$, ** $p < .01$, * $p < .05$, + $p < .10$

The next step was to have an initial test of the moderation effect of POS on the path between OCB and citizenship fatigue before I included job embeddedness in the model. The smaller moderation model was significant ($F(7, 141) = 22.658, p < .001, R^2 = .529$). As Table 4 shows, OCB was positively associated with citizenship fatigue, $B = .268, SE = .097, p = .007$ (b path). Additionally, POS was negatively associated with citizenship fatigue, $B = -.593, SE = .083, p < .001$. The interaction effect between OCB and POS on the path from OCB to citizenship fatigue was significant, $B = -.244, SE = .086, p = .005$, suggesting POS moderated the association between OCB and on citizenship fatigue. Follow-up analysis showed that the simple slopes for the association between OCB and citizenship fatigue were stronger at lower levels of POS ($B = .500, SE = .113, p < .001$ for -1SD of POS; $B = .268, SE = .097, p = .007$ for Mean of POS; $B = .035, SE = .140, p = .800$ for +1SD of POS).

Table 4*Simple Moderation Analysis*

Effect	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Path to citizenship fatigue				
Intercept	3.300	.815	4.051	.000
Age	.002	.006	.380	.705
Negative Affect	.396	.079	5.019	.000
Hours Worked	-.009	.009	-.895	.372
Performance	-.257	.145	-1.773	.078
OCB	.268	.097	2.751	.007
POS	-.593	.083	-7.173	.000
OCB X POS	-.244	.086	-2.840	.005
$R^2 = .529$				$p < .001$
$F(7, 141) = 22.658$				

The final step was to test the final moderated mediation model by adding POS as a moderator on the path between OCB and citizenship fatigue on the simple mediation model. Similar to the simple mediation model, the results showed that job embeddedness was positively related to OCB (*a* path), $B = .724$, $SE = .067$, $p < .001$, $F(5, 143) = 31.877$, $p < .001$, $R^2 = .527$. Furthermore, the overall moderated mediation model was significant ($F(8, 140) = 20.137$, $p < .001$, $R^2 = .535$.) As Table 5 shows, OCB was positively associated with citizenship fatigue, $B = .355$, $SE = .118$, $p = .003$ (*b* path). Job embeddedness was no longer associated with citizenship fatigue, $B = -.175$, $SE = .134$, $p = .195$ (*c'* path). Therefore, H2–H3 were supported in line with previous results, but H1 was no longer supported after accounting for the moderated mediation.

Additionally, POS was negatively associated with citizenship fatigue, $B = -.547$, $SE = .090$, $p < .001$. The interaction effect between OCB and POS on the path from OCB to citizenship fatigue was significant, $B = -.237$, $SE = .086$, $p = .006$, suggesting POS moderated the effect of OCB on citizenship fatigue. Follow-up analysis showed that the simple slopes for the association between OCB and citizenship fatigue were stronger at lower levels of POS ($B = .581$, $SE = .129$, $p < .001$ for $-1SD$ of POS; $B = .355$, $SE = .118$, $p = .003$ for Mean of

POS; $B = .128$, $SE = .157$, $p = .414$ for $+1SD$ of POS). Figure 3 illustrates these simple slopes. Therefore, H5 was supported, which was consistent with previous results.

Furthermore, POS significantly moderated the mediation pathway from job embeddedness to citizenship fatigue mediated by OCB, as indicated by the index of moderated mediation = $-.171$, 95% $CI = [-.293; -.060]$. The mediation effect was stronger at lower levels of POS [indirect effect = $.419$, $CI = [.211; .639]$ at $-1SD$ of POS; indirect effect = $.256$, $CI = [.068; .460]$ at Mean of POS; indirect effect = $.093$, $CI = [-.145; .324]$ at $+1SD$ of POS). Zero was not within the CI for the indirect effects at low and mean POS levels, indicating significant mediation at these two POS levels. Therefore, H6 was supported.

Figure 4 illustrates the moderated mediation model. The hypotheses regarding the moderated mediation model from job embeddedness to citizenship fatigue through OCB with POS moderation were supported. Job embeddedness was only indirectly and positively related to citizenship fatigue and further, the indirect effects were relatively stronger at lower levels of POS.

Table 5*Moderated Mediation Analysis*

Effect	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Path to OCB				
Intercept	-4.190	.588	-7.132	p<.001
Age	.000	.005	.075	0.941
Negative Affect	.239	.053	4.515	p<.001
Hours Worked	.010	.007	1.398	0.164
Performance	.169	.103	1.647	0.102
Job Embeddedness	.721	.067	10.837	p<.001
$R^2 = .527$				p<.001
$F(5, 143) = 31.877$				
Path to Citizenship Fatigue				
Intercept	3.955	.956	4.139	p<.001
Age	.003	.006	.519	.605
Negative Affect	.384	.079	4.842	p<.001
Hours Worked	-.011	.010	-1.102	.272
Performance	-.244	.145	-1.685	.094
Job Embeddedness	-.175	.134	-1.304	.195
OCB	.355	.118	3.011	.003
POS	-.547	.090	-6.107	p<.001
OCB X POS	-.237	.086	-2.769	.006
$R^2 = .535$				p<.001
$F(8, 140) = 20.137$				
Index of Moderated Mediation				
Index	LLCI	ULCI		
-.171	-.293	-.060		

Figure 3:
The Relationship between OCB and Citizenship Fatigue at High and Low POS

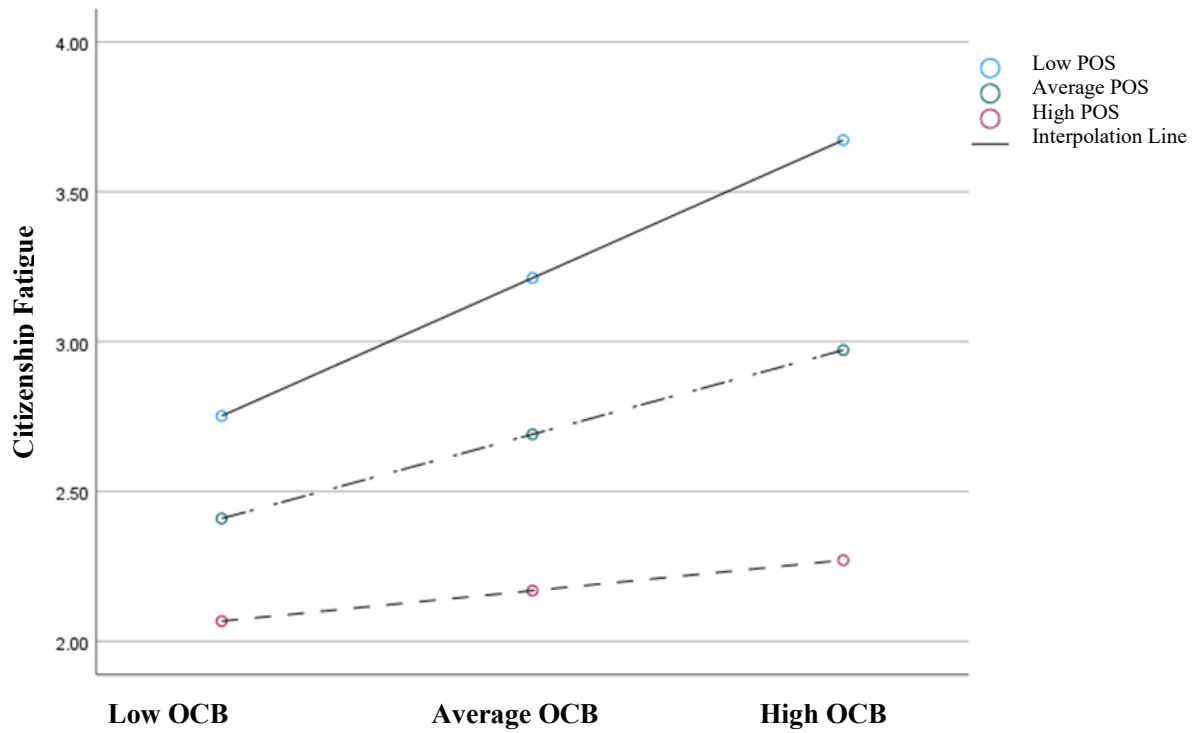
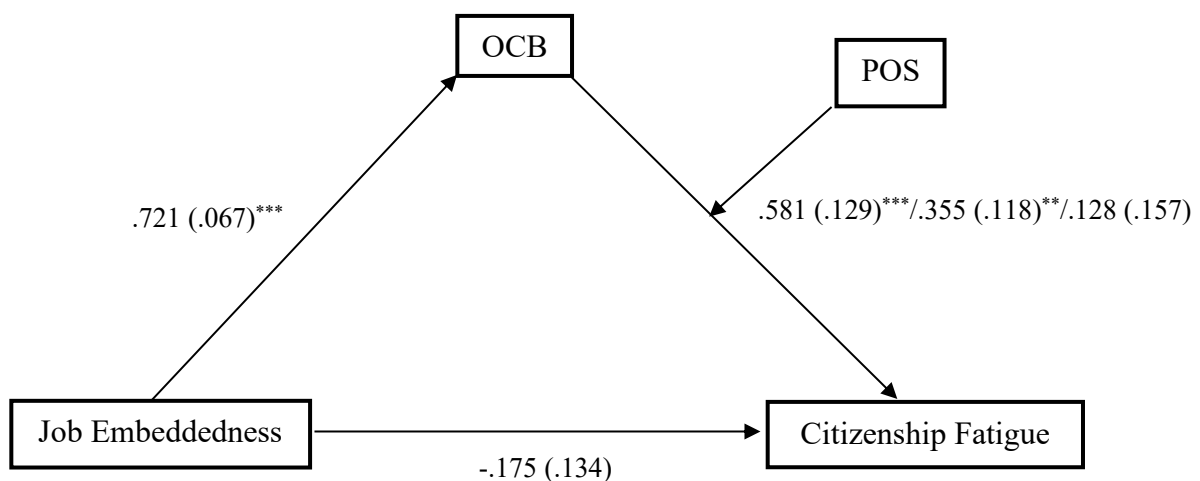


Figure 4:
The Results of Moderated Mediation



Unstandardized path coefficients and standard errors are shown outside and inside the parentheses, respectively. The path from OCB to citizenship fatigue was significantly moderated by POS, $B = -.237$, $SE = .086$, $p = .006$. The three path coefficients from OCB to citizenship fatigue are at the low, medium, and high levels of POS, respectively.

*** $p < .001$, ** $p < .01$, * $p < .05$, + $p < .1$

Chapter 5. Discussion and Limitations

5.1 Discussion

Although much of the existing research on this topic explores the positive aspects of job embeddedness and OCB, several researchers have explored the adverse effects of these variables. This study aimed to expand the scarce research on the dark side of these two generally positive constructs. In addition, this research advanced the existing literature by integrating both favorable (OCB) and adverse (citizenship fatigue) outcomes of job embeddedness into one model, with OCB as the mediator for the relationship between job embeddedness and citizenship fatigue. Furthermore, this research investigated the moderating effects of the organizational intervention (POS) to mitigate such an adverse outcome. The findings of this study support the hypothesis that job embeddedness relates to citizenship fatigue through a moderated mediation process.

First, this study found that job embeddedness negatively correlated with citizenship fatigue. Job embeddedness was originally researched to explain turnover, performance (i.e., in-role and extra-role, including OCB), and other favorable behavioral outcomes. Thus, its adverse effects, particularly citizenship fatigue, have not yet been explored. However, COR, the major theoretical foundation for job embeddedness (Holtom & Sekiguchi, 2018) and citizenship fatigue (Bolino et al., 2015), may explain their negative associations.

Job embeddedness is a state of abundant resources based on the resource investment principle, which is the first corollary. However, citizenship fatigue is a resource-depleted state of stress that usually occurs because of resource loss or a threat of resource loss, especially after the investment of resources (Bolino et al., 2015). In addition, the resource caravan, caravan passageway principles, and the crossover model of COR work in both positive and negative ways. Resourceful employees are under a resource-generating ecology where there is a resource marketplace and resources are easily transmitted. In contrast,

employees who lack resources must invest their limited resources to protect themselves and lose even more resources (Halbesleben & Wheeler, 2008). Because the directions of the resource changes in job embeddedness and citizenship fatigue were opposite, they had a negative association.

Second, this study found that job embeddedness was positively associated with OCB, which is consistent with existing research (Jiang et al., 2012; Lee et al., 2004). From the SET perspective, a resource-abundant state is reached through social exchanges of the intrinsic and instrumental values of job embeddedness that motivate employees to reciprocate. Although employees aim to reciprocate in the same manner, this is not always possible; therefore, they reciprocate by repaying behaviors with socioemotional values. One typical type of behavior that employees choose is OCB. In addition, based on the COR investment principle and the first and third corollaries of COR, resource-abundant employees are more capable of resource gains as they can invest in the form of OCB to gain more resources. Thus, highly embedded employees tend to demonstrate high OCB levels, consistent with resource caravan and caravan passageway principles.

Although such a favorable state usually leads to favorable behavior, I predicted that OCB was positively associated with citizenship fatigue on contrary to the previous research (Bolino et al., 2015; Xu et al., 2021). The current findings support an overall positive association between OCB and citizenship fatigue after accounting for control variables and job embeddedness. Furthermore, the present study also supports a conditional association such that OCB was more positively related to citizenship fatigue at lower levels of POS. These findings support the argument that OCB can be either a resource-generating or depleting activity. This depends on the fine balance of the invested, generated, consumed, and replenished resources. Since OCB is a type of discretionary behavior, employees may lower their level of OCB if they feel an imbalance of input and output resources based on the

desperation principle of COR. However, organizational settings in a globally connected world demand more OCB. In addition, if employees try to cope with such changes, escalating OCB demands even more OCB. The sense of obligation to reciprocate the socioemotional exchange created by the job-embedded state may make it difficult for employees to lower their OCB level. Once OCB turns into a type of resource-depleting activity, the resource loss spiral kicks in, leading to future loss, based on the second corollary of COR. Such a loss will lead to stress when replenishment does not keep up, leading to increased citizenship fatigue. Overall, because of these pathways, although there was a direct negative relationship between job embeddedness and citizenship fatigue, they were positively and indirectly related through OCB. Thus, the negative effect of job embeddedness on citizenship fatigue was mitigated by the positive indirect effect.

Finally, this research found that POS moderated the relationship between OCB and citizenship fatigue. Based on SET, the social exchange initiated by POS eventually fulfills socioemotional needs through reciprocity, as employees perceive that organizations provide intangible resources such as caring, approval, and respect (Rhoades & Eisenberger, 2002). In addition, the COR investment principle explains that POS provides invested resources required to shelter employees from resource loss or to recover from loss. Since OCB can be a type of resource depletion activity to induce citizenship fatigue, without organizational intervention involving resource investment in POS, citizenship fatigue may not be avoided. Thus, this study found significant moderating effects at the low and mean POS levels. However, this study did not find a significant moderation effect when POS was high, consistent with the findings of Bolino et al. (2015). This may be explained by the gain paradox principle of COR, which states that resource gain is less salient than resource loss (Hobfoll et al., 2018). When resources are sufficient, a high POS is unlikely to affect the levels of citizenship fatigue. These findings support my hypothesis of a moderated mediation

model.

Interestingly, when including the POS moderation, the path between job embeddedness and citizenship fatigue was still negative, but no longer significant. POS seems to be an important contextual factor that impacts the mechanisms of how job embeddedness influences citizenship fatigue. After accounting for different levels of POS, job embeddedness only significantly and positively relates to citizenship fatigue through the mediation pathway of OCB. Since citizenship fatigue is caused by underappreciation of OCB, recognizing the benefit of OCB and supporting such behavior may be a solution to mitigate its effect on citizenship fatigue.

5.2 Study Limitations and Future Directions

There are several limitations of this study. First, as all variables were self-reported, there may be a common method bias problem, particularly OCB and performance. Future research should consider the inclusion of data collected from other resources. Second, cultural differences should be explored to enhance the generalizability of this study, as well as further examination of measurement invariance. This study was conducted in the U.S., where most job embeddedness and OCB studies have been conducted. However, most citizenship fatigue research has been conducted in collectivist countries. For example, of the citizenship fatigue studies listed in Table 1, all except one (Klotz et al., 2018), which was conducted in the U.S., were conducted in Taiwan (Bolino et al., 2015), China (Liu & Yu, 2018; Liu & Yu, 2019; Qiu et al., 2020; Xu et al., 2021), and Pakistan (De Clercq et al., 2019; Altaf et al., 2020). Collectivists may take reciprocal relationships for granted and consider OCB a norm making these individuals more likely to be trapped in an adverse outcome, recognized as citizenship fatigue. The investigation of such cultural bias in the associations proposed in this study may advance future research.

Finally, this research was a cross-section of the concurrent conditions related to job

embeddedness and citizenship fatigue. Longitudinal research 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 research on job embeddedness and OCB has found the former to be an antecedent of the latter, some research (e.g., Holtom & Sekiguchi, 2018) has also suggested that OCB may also be an antecedent of job embeddedness.

Chapter 6. Conclusion

6.1. Contribution to the Existing Research

Although job embeddedness, OCB, citizenship fatigue, and POS are well-known constructs explained by SET and COR, there are research gaps that should be addressed. This study 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). According to bibliometric research by Ehtiyar and Ersoy (2018), 413 studies were conducted between 2009 and 2018, with a peak of 62 studies conducted in 2015. The dark side of job embeddedness was first explored in 2008 (Sekiguchi et al., 2008), followed by a handful of studies (Ng & Feldman, 2010; Holtom et al., 2012; Burton et al., 2015; Marasi et al., 2016; Allen et al., 2016; Greene et al., 2017; Peltokorpi et al., 2020). Many of these studies observed indirect moderating or mediating effects of job embeddedness. Researchers found that employees tolerate the adverse conditions in the workplace for fear of losing benefits acquired by the embedded state (Sekiguchi et al., 2008; Holtom et al., 2012; Burton et al., 2015; Marasi et al., 2016; Allen et al., 2016; Peltokorpi et al., 2020).

Only Ng and Feldman (2010) and Greene et al. (2017) previously examined the direct negative consequences of job embeddedness. Ng and Feldman (2010) found potential negative consequences of job embeddedness and demonstrated that highly embedded employees were likely to initially experience a decline in social capital followed by a decline in human capital, which would ultimately be detrimental to organizational functioning. Greene et al. (2017) reported that job embeddedness negatively impacts task and contextual performance when economic exchange, rather than a social exchange, is high. However, research gaps remain, as extant research has primarily focused on positive or negative consequences of job embeddedness. In contrast, this study integrated both favorable and

adverse outcomes of job embeddedness through a mediation model with OCB as the mediator and citizenship fatigue as the outcome.

From the OCB literature perspective, this study 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 are still limited compared to the abundant body of research of over 4,900 studies on OCB (Podsakoff et al., 2018a). One such negative consequence, citizenship fatigue, has been explored since 2015 (Bolino et al., 2015).

The COVID-19 pandemic has alluded that there may be unfound antecedents to citizenship fatigue. Many studies have focused on identifying resource-depletion conditions on citizenship fatigue. Citizenship fatigue is a common and growing phenomenon associated with the pandemic and its lasting effects. Therefore, elaborating this stream of research by identifying additional conditions that cause citizenship fatigue is valuable. Thus, this study examined the relationship between job embeddedness and citizenship fatigue.

This research also 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. Bolino et al. (2015) reported that citizenship fatigue may be mitigated by resource-gaining organizational interventions such as POS. Through POS, organizations can identify resource depletion conditions and potentially prevent such conditions or prepare resources for the future. Although this research retested the associations between job embeddedness and OCB, the moderating effect of POS between OCB and citizenship fatigue advances our understanding of such boundary conditions in a comprehensive model, which is a valuable contribution to the literature.

More importantly, this research is justified because it integrates the literature on the favorable and dark sides of OCB and job embeddedness, which has not been previously

reported in the literature. That is, a positive construct that leads to a negative outcome mediated by another positive construct has not been explored. One implication is that such a mutually reinforcing favorable relationship between job embeddedness and OCB can lead to adverse outcomes.

Bolino et al. (2015) found that employees reduce their future OCB when citizenship fatigue is high. However, previous research shows that there may be many conditions in which employees are unable to adjust their OCB levels due to high job embeddedness. In such cases, I posit that citizenship fatigue may accumulate or be maintained at a high level when the OCB is also high. In addition, job embeddedness compensates for staying (Mitchell et al., 2001). Dissatisfied employees may stay if they feel linked to co-workers or feel they fit within their work environment. As embedding factors differ in strength, stronger factors may compensate for weaker ones to retain employees. Burton et al. (2010) found buffering effects related to job embeddedness. Through their research, Burton and colleagues (2010) discovered that job-embedded employees do not react as strongly to lower OCB even when experiencing negative or shocking events at work (e.g., receiving a poor performance evaluation). In both cases, high job embeddedness may lead to high OCB, trapping employees in the web of good intentions but not necessarily increasing resources. In such cases, employees may feel resource loss or the threat of resource loss, leading to citizenship fatigue.

6.2. Practical Contributions

This research offers several practical contributions. In general, organizations and employees with good intentions are more likely to produce favorable outcomes; therefore, such behaviors should be highly encouraged. Tian et al. (2016) argued that high human resource management practices mediated by job embeddedness leads to high performance. Similarly, Werner (2000) identified human resource practices that included OCB in

performance evaluations. However, 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. Thus, these employees may not be visible to organizations and remain unnoticed.

In relation to the current model, controlling the negative consequences of citizenship fatigue is important, particularly under a state of emergency such as COVID-19, because in-role work is not enough to continue organizational operations, rendering organizations to rely solely on OCB. In addition, the pandemic is ongoing with long-term effects on individuals and organizations. Beyond the effects of the pandemic, globalization has led to an increasing need to for organizations and employees rely 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, the findings of this research may contribute to adjusting the imbalance between research and practice.

6.3. Conclusion

Contemporary organizations increasingly rely on reciprocal relationships between organizations and employees. Job embeddedness is a resource-abundant state and OCB is a type of resource-generating behavior. Thus, these states and behaviors are encouraged and are worthy of further exploration. Employees with adequate resources can invest their resources to generate future resources that can be used to achieve desirable outcomes. Even when resources are consumed, resource-rich employees can replenish them to avoid future loss. Thus, job embeddedness, a resource-abundant state, negatively affects citizenship fatigue, a resource-depleted state. However, the dark side of these two generally favorable constructs has recently begun to be revealed.

OCB involving resource generation and consumption behaviors increases resources when resource consumption or replenishment is balanced. Resource-depletion activities occur and can lead to citizenship fatigue when employees do not have the discretion to control OCB levels. Because the reciprocity of job embeddedness and OCB sometimes creates a feeling of obligation to reciprocal social exchange, it can impede adjusting the level of OCB to avoid citizenship fatigue. Supporting such employees will benefit the organization itself, as it will avoid decreases in performance and other adverse outcomes due to their crossover effect.

Appendix: Measures of Constructs

Job Embeddedness

Community Fit

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1. I really love the place where I live.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The place where I live is a good match for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The area where I live offers the leisure activities that I like (sports, outdoor activities, cultural events, and arts).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organizational Fit

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
4. My job utilizes my skills and talents well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I feel like I am a good match for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. If I stay with my organization, I will be able to achieve most of my goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Link

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
7. My family roots are in this community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I am active in one or more community organizations (e.g., churches, sports teams, schools, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I participate in cultural and recreational activities in my local area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organizational Link

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
10. I am a member of an effective work group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I work closely with my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. On the job, I interact frequently with my work group members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Sacrifice

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
13. Leaving the community where I live would be very hard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. If I were to leave the community, I would miss my nonwork friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. If I were to leave the area where I live, I would miss my neighborhood.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organizational Sacrifice

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
16. I have a lot of freedom on this job to pursue my goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I would sacrifice a lot if I left this job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I believe the prospects for continuing employment with my organization are excellent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. I speak up in this group with ideas for new projects or changes in procedures. | ○ ○ ○ ○ ○ ○ ○

Individual Initiative

	Never does this	Rarely does this	Sometimes does this	Occasionally does this	Usually does this
1. I check my e-mail or voice mail from home.	○	○	○	○	○
2. I work on my days off (e.g., weekends).	○	○	○	○	○
3. I bring things home to work on.	○	○	○	○	○
4. I take work-related phone calls at home.	○	○	○	○	○
5. I carry a cell phone or pager for work so I can be reached after normal business hours.	○	○	○	○	○
6. I stay at work after normal business hours.	○	○	○	○	○
7. I work late into the night at home.	○	○	○	○	○
8. I attend work-related functions on my personal time.	○	○	○	○	○
9. I travel whenever the company asks me to, even though technically I don't have to.	○	○	○	○	○
10. I work during my vacations.	○	○	○	○	○
11. I go into the office before normal business hours.	○	○	○	○	○
12. I volunteer for special projects in addition to my normal job duties.	○	○	○	○	○
13. I rearrange or alter my personal plans because of work.	○	○	○	○	○
14. I check back with the office even when I am on vacation.	○	○	○	○	○
15. I participate in community activities for the benefit of my company or organization.	○	○	○	○	○

Citizenship Fatigue

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1. Because of going the extra mile for my organization, I feel "on edge" about various things.	○	○	○	○	○

2. I feel worn out because I go beyond the call of duty for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Doing so much for my organization leaves me mentally or physically exhausted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I often lack energy because I go beyond my job duties at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am tired of going beyond the call of duty for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Volunteering to take on extra tasks and assignments at work has left me feeling drained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I am getting tired of being a team player in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Perceived Organizational Support

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1. My organization strongly considers my goals and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My organization really cares about my well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My organization shows very little concern for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My organization would forgive an honest mistake on my part.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My organization cares about my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. If given the opportunity, my organization would take advantage of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Help is available from my organization when I have a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My organization is willing to help me when I need a special favor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Negative Affect

	Very slightly or not at all	slightly	Moderately	Quite a bit	Extremely
1. distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. guilty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. scared	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. hostile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. ashamed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. nervous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. jittery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. afraid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1. I perform tasks that are expected of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I exhibit punctuality in arriving at my work station on time after breaks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I spend time in idle conversation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I adequately complete assigned duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I fulfill responsibilities specified in my job description.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My attendance at work is above the norm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I work cooperatively with my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I meet formal performance requirements of the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I give advanced notice when unable to come to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Supplemental Analysis 1

Although it was not the focus of the present study, I checked whether POS moderated the relationship between job embeddedness and OCB and the path between job embeddedness and citizenship fatigue. The purpose of this supplemental study was to confirm that POS only moderated the path between OCB and citizenship fatigue. It is prudent to examine these moderations to ensure that no other moderations are missed. POS, as an intangible resource provided by organizations, may mitigate the resource-depleted state of citizenship fatigue, just as it did on the path between OCB and citizenship fatigue. Alternatively, POS may create an excessive amount of resources by adding more resources for investment to the already resource-abundant state of job embeddedness. Thus, the moderating effects of POS on the path between job embeddedness, the resource-abundant state, and citizenship fatigue, the resource-depleted state, and the path between job embeddedness and OCB, the resource generation and depletion behavior, should be tested.

Keeping this in mind, the moderating impact of POS on the path between job embeddedness and citizenship fatigue may differ from that of OCB and citizenship fatigue. Citizenship fatigue may be caused by resource loss due to lack of recognition, appraisal, or appreciation for OCB engagement. Thus, among various resource infusion activities, POS may be effective as it can be an act of acknowledging employees' efforts and contributions, meeting their self-esteem needs, and their faith towards organizations that must be endorsed (Jehanzeb, 2020). As such, employees' socioemotional needs at work can be met with POS.

However, unlike the discretionary behavior of OCB, job embeddedness can be an inertia-like state that is passively accepted by employees. Employees may have low socioemotional resource exchange needs to avoid obligation of reciprocation, not expecting

to increase job embeddedness. In addition, POS may not be able to fulfill the missing resources as job embeddedness is a broader construct with community perspective built in. If so, unmatched level and scope of resource through POS may be negatively perceived (Caesens & Stinglhamber, 2020). This is because a high POS may be an indication of incompetence or a lack of confidence of organizations towards them. In addition, as previous research has suggested that good things like POS may reach a threshold generating too much of a good thing (TMGT) effect (Pierce & Aguinis, 2013). That is, a widely accepted desirable variable can lead to negative outcomes when in excess. Taken together, I predict the following:

H7: POS does not moderate the path between job embeddedness and citizenship fatigue.

The same assumption can be applied to the path between job embeddedness and OCB, where job embeddedness may not represent socioemotional resource needs. In addition, OCB is discretionary behavior, the level of which should be controlled. If only job-embedded employees feel the obligation to reciprocate the social exchange of resources, they will do so by voluntarily engaging in OCB behavior, balancing the exchange level. Thus, POS may result in excess resources, which may not be effective or even lead to adverse consequences. Thus, I predict the following:

H8: POS does not moderate the path between job embeddedness and OCB.

This research used Process Macro model 59 to see whether POS moderated the paths between job embeddedness and citizenship fatigue (c' path), job embeddedness and OCB (a path), and OCB and citizenship fatigue (b path). The results showed that OCB was positively associated with citizenship fatigue ($B = .361, SE = .120, p = .003$), supporting H3 again. POS was negatively associated with citizenship fatigue ($B = -.551, SE = .091, p < .001$), and the interaction between OCB and POS was significant ($B = -.220, SE = .104, p = .035$),

supporting H5. Then, job embeddedness was not associated with citizenship fatigue ($B = -.180, SE = .136, p = .186$). Also, the interaction between job embeddedness and POS ($B = -.029, SE = .097, p = .765$) was not significant, suggesting that POS did not moderate the association between job embeddedness and citizenship fatigue. Thus, H7 was supported.

Finally, job embeddedness was positively associated with OCB ($B = .661, SE = .081, p < .001$), supporting H2 again. However, neither POS ($B = .093, SE = .065, p = .158$), or job embeddedness and POS interaction ($B = .017, SE = .059, p = .778$) were significant in predicting OCB, suggesting that POS did not moderate the association between job embeddedness and OCB. Thus, H8 was supported.

These results support the theoretical framework that POS only moderates the relationship between OCB and citizenship fatigue. This is consistent with previous findings that socioemotional resources are contextual: even if the exchange is reciprocated, their values are often unappreciated. In this study, the resources provided by POS were effective in compensating lost resources through the act of OCB but ineffective in adding more resources to the already resource-abundant state of job embeddedness. Additionally, because employees try to match the exchanged resource level by voluntarily providing resources, such as OCB, the infusion of resources through POS might generate the TGMT effect.

Supplemental Analysis 2

Supplemental analysis 2 explored the main theoretical model at the sub-dimensional level of job embeddedness to better understand the different directions of the direct and indirect effects. Specifically, the same moderated mediation analyses were conducted with community embeddedness (the mean of community link, fit, and sacrifice) and organizational embeddedness (the mean of organizational link, fit, and sacrifice).

For the main study, this research used the original job embeddedness scale (Mitchell et al., 2001) to explore its relationship with OCB and citizenship fatigue. I followed the early work on job embeddedness including the first paper to find the relations between job embeddedness and OCB (Wijayanto & Kimono, 2004). The similarity of the associations between job embeddedness subdimensions and OCB also encouraged me to use the overall construct as well (Table 6).

On the other hand, Lee et al. (2004) disaggregated the job embeddedness construct into two dimensions, community embeddedness and organizational embeddedness. They found that organizational embeddedness was significantly related to OCB, but community embeddedness was not. They stated that organizational embeddedness is a more salient immediate motivation to perform OCB than community embeddedness. Thus, I checked the correlations among six subdimensions of job embeddedness, OCB and citizenship fatigue. I found that although all subdimensions of job embeddedness showed positive correlations with OCB, community link, fit, sacrifice showed low to no correlations with citizenship fatigue, whereas organizational link, fit, and sacrifice showed positive correlations. These differential associations motivated me to conduct the supplemental analysis with community and organizational embeddedness. Thus, I predict the following:

H9: Community embeddedness has a moderated mediation relationship with citizenship fatigue through OCB moderated by POS. The relationship will be weaker than that of organizational embeddedness.

H10: Organizational embeddedness has a moderated mediation relationship with citizenship fatigue through OCB moderated by POS. The relationship will be stronger than that of community embeddedness.

Table 6 shows the means, standard deviations, and correlations of the job embeddedness subdimensions with other study variables. Community job embeddedness was not significantly correlated with citizenship fatigue, but showed positive correlations with OCB ($r = .582, p < .001$) and POS ($r = .350, p < .001$.) Organizational job embeddedness showed negative correlations with citizenship fatigue ($r = -.320, p < .001$) and positive correlations with OCB ($r = .618, p < .001$) and POS ($r = .756, p < .001$.) These results preliminarily supported the hypotheses 2, and 3 for community embeddedness, and supported the hypotheses 1, 2, and 3 for organizational embeddedness.

Table 6
Descriptive Statistics and Correlations for Study Variables (Community and Organizational Embeddedness)

	n	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1 Age	149	38.617	10.299	--															
2 Negative Affect	149	1.829	.988	-.124	--														
3 Hours worked	149	40.423	7.046	.019	-.213 **	--													
4 Performance	149	4.212	.526	.175 *	-.454 ***	.070	--												
5 Job Embeddedness Fr Community	149	3.799	.992	.106	-.113	-.123	.146	--											
6 Job Embeddedness Link Community	149	3.183	1.098	.142	.056	-.200 *	.070	.522 ***	--										
7 Job Embeddedness Sacrifice Community	149	3.640	1.023	.098	-.022	-.103	.331 **	.734 ***	.539 ***	--									
8 Job Embeddedness Fr Organization	149	3.682	1.044	.126	-.150	-.224 **	.270 ***	.419 ***	.468 ***	.380 ***	--								
9 Job Embeddedness Link Organization	149	3.993	.845	.133	-.157	-.124	.494 ***	.424 ***	.454 ***	.460 ***	.563 ***	--							
10 Job Embeddedness Sacrifice Organization	149	3.678	.898	.139	.076	-.239 **	.207 *	.333 ***	.436 ***	.392 ***	.727 ***	.555 ***	--						
11 Community Job Embeddedness	149	3.541	.887	.135	-.027	-.167 *	.171 *	.367 ***	.321 ***	.387 ***	.494 ***	.521 ***	.454 ***	--					
12 Organizational Job Embeddedness	149	3.784	.804	.153	-.092	-.230 **	.367 ***	.454 ***	.524 ***	.472 ***	.902 ***	.801 ***	.882 ***	.566 ***	--				
13 Job Embeddedness	149	3.663	.748	.162 *	-.065	-.223 **	.299 ***	.758 ***	.768 ***	.779 ***	.777 ***	.739 ***	.743 ***	.897 ***	.872 ***	--			
14 OCB	149	.000	.792	.099	.184 *	-.122	.187 *	.409 ***	.561 ***	.519 ***	.523 ***	.580 ***	.498 ***	.582 ***	.618 ***	.677 ***	--		
15 POS	149	3.513	.953	.054	-.183 *	-.217 **	.298 ***	.253 **	.354 ***	.287 ***	.728 ***	.570 ***	.647 ***	.350 ***	.756 ***	.614 ***	.439 ***	--	
16 Citizenship Fatigue	149	2.613	1.082	-.072	.562 ***	-.062	-.419 ***	-.188 *	-.056	-.055	-.325 ***	-.234 ***	-.242 **	-.114	-.320 ***	-.239 **	.072	-.466 ***	--

p* < .05. *p* < .01. ****p* < .001. OCB is calculated based on standardized subscale scores.

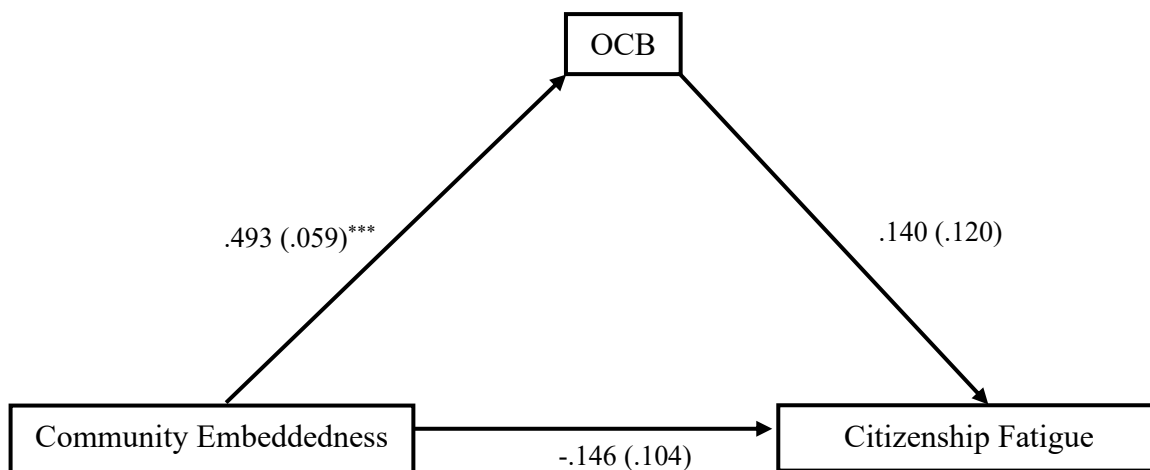
Then, the next step was to test the mediation model with community embeddedness. First, the path between community embeddedness and citizenship fatigue was tested with the control variables including age, negative affect, hours worked, and performance. The model was significant ($F(5, 143) = 15.880, p < .001, R^2 = .357$), but community embeddedness was not associated with citizenship fatigue, $B = -.078, SE = .085, p = .364$. Therefore, H1 was not supported.

Next, Process Model 4 was used to examine the mediation model with community embeddedness as an independent variable, OCB as a mediator, and citizenship fatigue as a dependent variable. The control variables included age, negative affect, hours worked, and performance, consistent with the main study. The model from community embeddedness to OCB was significant, $F(5, 143) = 20.773, p < .001, R^2 = .421$. As shown in Table 7, community embeddedness was positively associated with OCB, $B = .493, SE = .059, p < .001$ (*a* path). Therefore, the H2 was supported for community embeddedness.

Furthermore, the mediation model from community embeddedness to citizenship fatigue via OCB was significant, $F(6, 142) = 13.490, p < .001, R^2 = .363$. As shown in Table 7, community embeddedness was not associated with citizenship fatigue, $B = -.146, SE = .104, p = .160$ (*c'* path). OCB was not associated with citizenship fatigue, $B = .140, SE = .120, p = .248$ (*b* path). There was no significant indirect effect of community embeddedness on citizenship fatigue through OCB ($B = .069, 95\% CI = [-.074, .193]$). Therefore, there was no significant mediation effect and H1, H3, and H4 was not supported for community embeddedness (Figure 5).

Table 7*Simple Mediation Analysis (Community Embeddedness)*

Effect	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Path to OCB				
Intercept	-3.799	.646	-5.880	<.001
Age	.002	.005	.349	.727
Negative Affect	.248	.059	4.231	<.001
Hours Worked	.002	.007	.297	.767
Performance	.342	.110	3.111	.002
Community Embeddedness	.493	.059	8.345	<.001
$R^2 = .421$				<.001
$F(5, 143) = 20.773$				
Path to Citizenship Fatigue				
Intercept	3.754	1.035	3.627	<.001
Age	.003	.007	.410	.683
Negative Affect	.496	.089	5.552	<.001
Hours Worked	.007	.011	.604	.547
Performance	-.453	.164	-2.768	.006
Community Embeddedness	-.146	.104	-1.412	.160
OCB	.140	.120	1.160	.248
$R^2 = .363$				<.001
$F(6, 142) = 13.490$				

Figure 5*The Results of Simple Mediation (Community Embeddedness)*

Unstandardized path coefficients and standard errors are shown outside and inside the parentheses, respectively.

*** $p < .001$, ** $p < .01$, * $p < .05$, + $p < .10$

Then, the test of the moderated mediation model by adding POS as a moderator was conducted. First, the effect of POS on the path between OCB and citizenship fatigue was already conducted in the main study, showing the significant result in table 4 in the main study. Thus, the final step was to add POS on the sole mediation model of community embeddedness. The results showed that community embeddedness was positively related to OCB (*a* path), $B = .493$, $SE = .059$, $p < .001$, $F(5, 143) = 20.773$, $p < .001$, $R^2 = .421$.

The overall moderated mediation model was significant ($F(8, 140) = 19.959$, $p < .001$, $R^2 = .533$.) As Table 8 shows, OCB was positively associated with citizenship fatigue, $B = .328$, $SE = .114$, $p = .005$ (*b* path). Community embeddedness was not significantly associated with citizenship fatigue, $B = -.091$, $SE = .090$, $p = .312$ (*c'* path). Therefore, H1 was not supported, and the full moderated mediation was observed. H2 and H3 were supported in line with previous results.

Additionally, POS significantly moderated the mediation pathway from community embeddedness to citizenship fatigue mediated by OCB. The main effect of POS on citizenship fatigue was $B = -.587$, $SE = .083$, $p < .001$. The interaction effect between OCB and POS on citizenship fatigue was significant, $B = -.235$, $SE = .086$, $p = .007$, suggesting POS moderated the effect of OCB on citizenship fatigue. Follow-up analysis showed that the simple slopes for the association between OCB and citizenship fatigue were stronger at lower levels of POS ($B = .552$, $SE = .124$, $p < .001$ for $-1SD$ of POS; $B = .328$, $SE = .114$, $p = .005$ for mean of POS; $B = .105$, $SE = .156$, $p = .502$ for $+1SD$ of POS). Figure 6 and 7 illustrates these moderation effects. Therefore, H5 was supported, which was consistent with main study results.

Furthermore, the moderated mediation was indicated by the index of moderated mediation = $-.116$, 95% $CI = [-.204; -.039]$. The mediation effect of community embeddedness

on citizenship fatigue was stronger at lower levels of POS (indirect effect =.272, $CI = [.136; .421]$ at $-1SD$ of POS; indirect effect =.162, $CI = [.036; .294]$ at mean POS; indirect effect = .052, $CI = [-.115; .206]$ at $+1SD$ of POS). Zero was not within the CI for the indirect effects at lower and mean POS levels, indicating significant mediation at these two POS levels. Therefore, H6 was supported for community embeddedness.

Table 8*Moderated Mediation Analysis (Community Embeddedness)*

Effect	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Path to OCB				
Intercept	-3.799	.646	-5.880	<.001
Age	.002	.005	.349	.727
Negative Affect	.248	.059	4.231	<.001
Hours Worked	.002	.007	.297	.767
Performance	.342	.110	3.111	.002
Community Embeddedness	.493	.059	8.345	<.001
$R^2 = .421$				<.001
$F(5, 143) = 20.773$				
Path to Citizenship Fatigue				
Intercept	3.707	.908	4.082	<.001
Age	.003	.006	.446	.657
Negative Affect	.383	.080	4.794	<.001
Hours Worked	-.010	.010	-1.026	.307
Performance	-.263	.145	-1.815	.072
Community Embeddedness	-.091	.090	-1.014	.312
OCB	.328	.114	2.875	.005
POS	-.587	.083	-7.076	<.001
OCB X POS	-.235	.086	-2.718	.007
$R^2 = .533$				<.001
$F(8, 140) = 19.959$				
Index of Moderated Mediation				
Index	LLCI	ULCI		
-.116	-.204	-.039		

Figure 6
The Relationship between OCB and Citizenship Fatigue at High and Low of POS (Community Embeddedness)

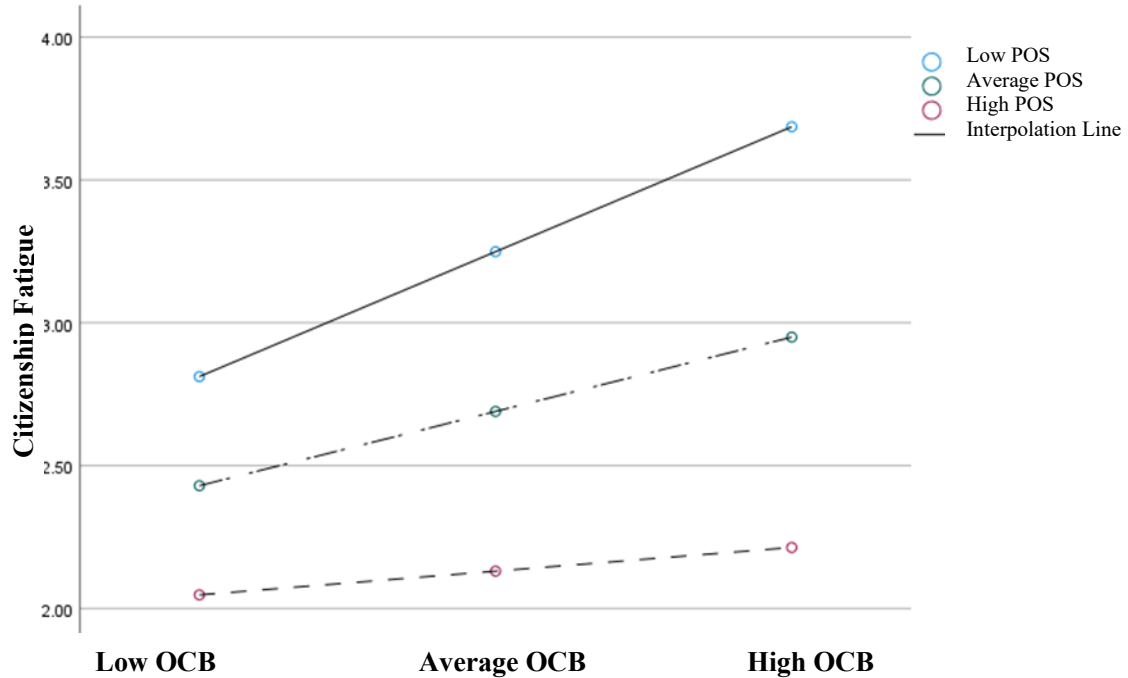
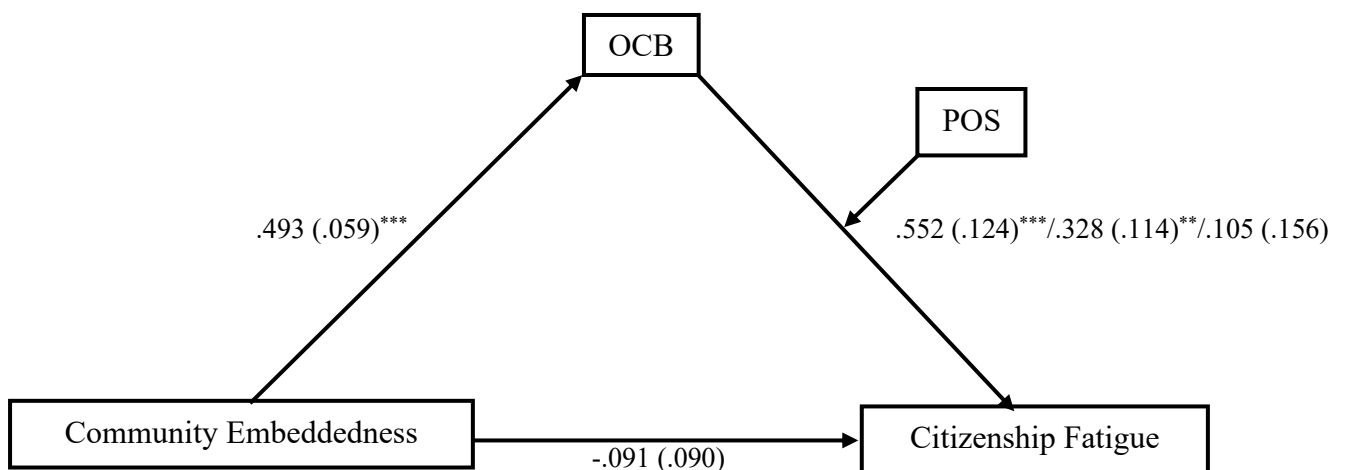


Figure 7
The Results of Moderated Mediation (Community Embeddedness)



Unstandardized path coefficients and standard errors are shown outside and inside the parentheses, respectively. The path from OCB to citizenship fatigue was significantly moderated by POS, $B = -.235$, $SE = .086$, $p = .007$. The three path coefficients from OCB to citizenship fatigue are at the low, medium, and high levels of POS, respectively.

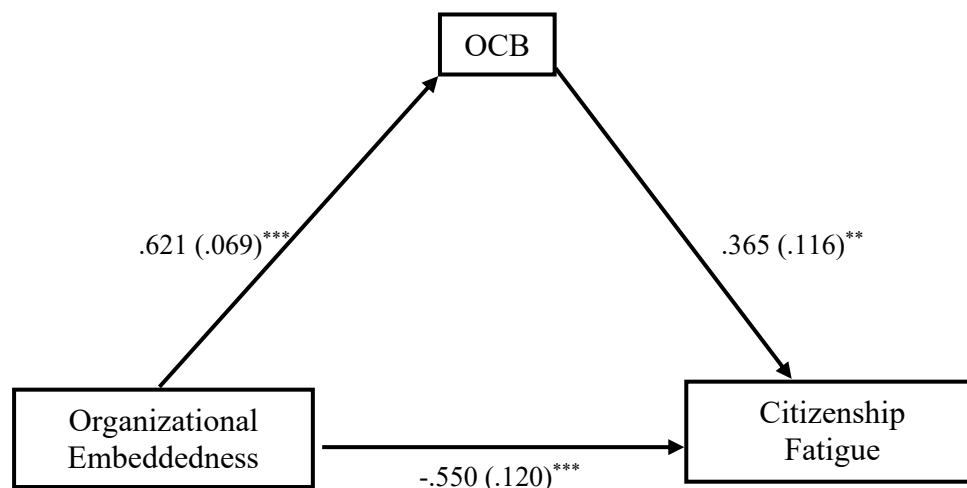
*** $p < .001$, ** $p < .01$, * $p < .05$, + $p < .10$

Next, the same models using organizational embeddedness were tested. First, the path between organizational embeddedness and citizenship fatigue was tested with the control variables including age, negative affect, hours worked, and performance. The model was significant ($F(5, 143) = 18.983, p < .001, R^2 = .399$). Organizational embeddedness was negatively associated with citizenship fatigue, $B = -.324, SE = .098, p < .001$. Therefore, H1 was supported.

The model from organizational embeddedness to OCB was significant, $F(5, 143) = 23.599, p < .001, R^2 = .452$. As shown in Table 9, organizational embeddedness was positively associated with OCB, $B = .621, SE = .069, p < .001$ (*a* path). Therefore, H2 was supported for organizational embeddedness. Furthermore, the mediation model from organizational embeddedness to OCB and citizenship fatigue was significant, $F(6, 142) = 18.448, p < .001, R^2 = .438$. As shown in Table 9, OCB was positively associated with citizenship fatigue, $B = .365, SE = .116, p = .002$ (*b* path). Therefore, H3 was supported for organizational embeddedness. Organizational embeddedness was negatively associated with citizenship fatigue, $B = -.550, SE = .120, p < .001$ (*c*' path). Therefore, H1 was supported for organizational embeddedness. There was a significant indirect effect of organizational embeddedness on citizenship fatigue through OCB ($B = .227, 95\% CI = [.068, .401]$). Therefore, H4 was supported for organizational embeddedness.

Table 9*Simple Mediation Analysis (Organizational Embeddedness)*

Effect	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Path to OCB				
Intercept	-3.743	.625	-5.990	p<.001
Age	.002	.005	.383	.703
Negative Affect	.240	.057	4.209	p<.001
Hours Worked	.009	.007	1.216	.226
Performance	.123	.113	1.089	.278
Organizational Embeddedness	.621	.069	9.044	p<.001
<i>R</i> ² = .452				
<i>F</i> (5, 143) = 23.599				
Path to Citizenship Fatigue				
Intercept	5.056	.971	5.209	p<.001
Age	.004	.007	.618	.538
Negative Affect	.452	.084	5.387	p<.001
Hours Worked	-.004	.010	-.389	.698
Performance	-.282	.158	-1.785	.076
Organizational Embeddedness	-.550	.120	-4.605	p<.001
OCB	.365	.116	3.143	.002
<i>R</i> ² = .438				
<i>F</i> (6, 142) = 18.448				

Figure 8*The Results of Simple Mediation (Organizational Embeddedness)*

Unstandardized path coefficients and standard errors are shown outside and inside the parentheses, respectively.

*** $p < .001$, ** $p < .01$, * $p < .05$, + $p < .10$

The test of the moderation effect of POS on the path between OCB and citizenship

fatigue was already conducted in the main study, showing the significant result in table 4 in the main study.

The final step was to test the moderated mediation model by adding POS on the sole mediation model. The results showed that organizational embeddedness was positively related to OCB (*a* path), $B = .621$, $SE = .069$, $p < .001$, $F(5, 143) = 23.599$, $p < .001$, $R^2 = .452$.

The overall moderated mediation model was significant ($F(8, 140) = 20.040$, $p < .001$, $R^2 = .534$.) As Table 10 shows, OCB was positively associated with citizenship fatigue, $B = .322$, $SE = .108$, $p = .003$ (*b* path). Organizational embeddedness was not associated with citizenship fatigue, $B = -.164$, $SE = .142$, $p = .250$ (*c'* path). Therefore, H2–H3 were supported in line with previous results, but not H1 in this model. Full moderated mediation was observed.

Additionally, POS was significantly associated with citizenship fatigue, $B = -.518$, $SE = .105$, $p < .001$. The interaction effect between OCB and POS on the path from OCB to citizenship fatigue was significant, $B = -.248$, $SE = .086$, $p = .004$, suggesting POS moderated the effect of OCB on citizenship fatigue. Follow-up analysis showed that the simple slopes for the association between OCB and citizenship fatigue were stronger at lower levels of POS ($B = .559$, $SE = .124$, $p < .001$ for $-1SD$ of POS; $B = .322$, $SE = .108$, $p = .003$ for Mean of POS; $B = .086$, $SE = .146$, $p = .559$ for $+1SD$ of POS). Figure 9

illustrates these moderation effects. Therefore, H5 was supported, which is consistent main study results.

Furthermore, POS significantly moderated the mediation pathway from organizational embeddedness to citizenship fatigue mediated by OCB, as indicated by the index of moderated mediation = $-.154$, 95% $CI = [-.265; -.056]$. The mediation effect of organizational embeddedness on citizenship fatigue was stronger at lower levels of POS (indirect effect = $.347$, $CI = [.186; .531]$ at $-1SD$ of POS; indirect effect = $.200$, $CI = [.062; .354]$ at mean

POS; indirect effect = .053, $CI = [-.126; .229]$ at +1SD of POS). Zero was not within the CI for the indirect effects at lower and mean POS levels, indicating significant mediation at these two POS levels (Figure 9 and 10). Therefore, H6 was supported for organizational embeddedness.

The above findings for community embeddedness and organizational embeddedness supported hypotheses H9 and H10. Furthermore, consistent with Lee et al.'s (2004) findings, the moderated mediation effect on citizenship fatigue appears to be stronger for organizational embeddedness than that of community embeddedness.

Table 10

Moderated Mediation Analysis (Organizational Embeddedness)

Effect	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Path to OCB				
Intercept	-3.743	.625	-5.990	p<.001
Age	.002	.005	.383	.703
Negative Affect	.240	.057	4.209	p<.001
Hours Worked	.009	.007	1.216	.226
Performance	.123	.113	1.089	.278
Organizational Embeddedness	.621	.069	9.044	p<.001
$R^2 = .452$				p<.001
$F(5, 143) = 23.599$				
Path to Citizenship Fatigue				
Intercept	3.799	.921	4.123	p<.001
Age	.003	.006	.521	.603
Negative Affect	.396	.079	5.028	p<.001
Hours Worked	-.010	.010	-1.047	.297
Performance	-.221	.148	-1.498	.136
Organizational Embeddedness	-.164	.142	-1.155	.250
OCB	.322	.108	2.982	.003
POS	-.518	.105	-4.949	p<.001
OCB X POS	-.248	.086	-2.894	.004
$R^2 = .534$				p<.001
$F(8, 140) = 20.040$				
Index of Moderated Mediation				
Index	LLCI	ULCI		
-.154	-.265	-.056		

Figure 9
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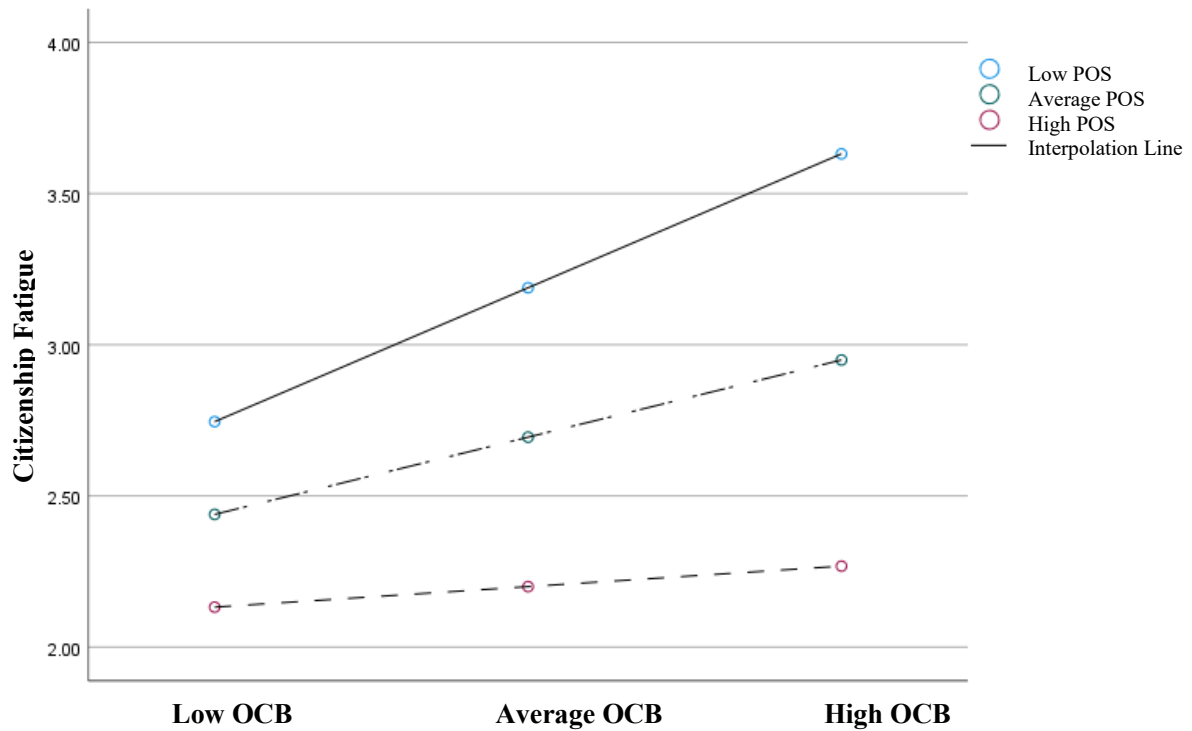
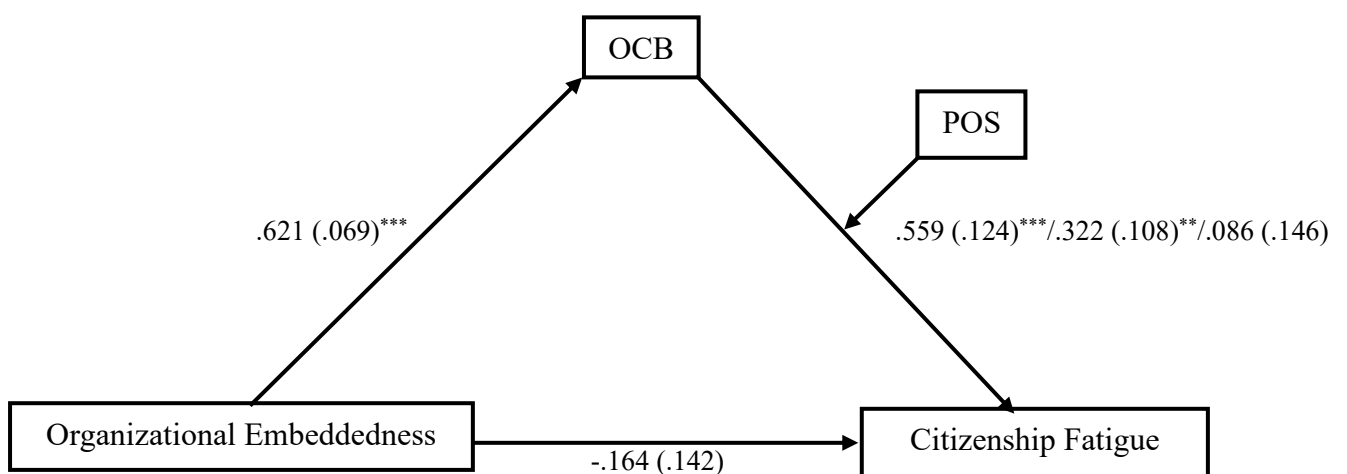


Figure 10
The Results of Moderated Mediation (Organizational Embeddedness)



Unstandardized path coefficients and standard errors are shown outside and inside the parentheses, respectively. The path from OCB to citizenship fatigue was significantly moderated by POS, $\beta = -.248$, $SE = .086$, $p = .004$. The three path coefficients from OCB to

citizenship fatigue are at the low, medium, and high levels of POS, respectively.

*** $p < .001$, ** $p < .01$, * $p < .05$, + $p < .10$

When evaluating the simple mediation without POS moderation, organizational embeddedness reduced the citizenship fatigue as shown in the larger negative direct effect and the relatively smaller positive indirect effect with the OCB as a mediator that increased citizenship fatigue (see Table 11). The stronger indirect effect of job embeddedness than that of organizational embeddedness or community embeddedness was likely due to a stronger job embeddedness to OCB relationship. This may allure that community and organizational embeddedness may have compounding effects as explained in the resource caravan principle. Embedded in both community and organizational contexts may lead to demonstrating additive OCB.

Table 11

Comparison of Simple Mediation Results in Supplemental Analysis 2

	Job Embeddedness	Community Embeddedness	Organizational Embeddedness
Direct	-.487***	-.146	-.550***
Indirect	.250*	.069	.227*
Total	-.237*	-.078	-.323**
JE-->OCB	.721***	.493***	.621***

Note. Unstandardized results are shown in this table.

The moderated mediation analysis results of community and organizational embeddedness were similar to the findings of overall job embeddedness in the moderated indirect effects as shown in figure 7 and 10. However, there were differences in the direct effects on citizenship fatigue such that there was no direct effect for community and organizational embeddedness, while there was a marginally significant direct effect for job embeddedness (see Table 12). That is, for organizational embeddedness, the moderated mediation was a complete one like community embeddedness because the direct path became non-significant, while the model with job embeddedness was a partial moderated mediation

with a marginally negative direct effect. This may allure that although community and organizational embeddedness was a resource abundant state, resources gained may not be as directly helpful in reducing citizenship fatigue.

Furthermore, when POS's moderation is considered, the relative strengths of direct and indirect effects also got clarified. Specifically, at the low and average level of POS, indirect effect was relatively stronger than the direct effect of both job embeddedness and its subdimensions. In contrast, at the high level of POS, the indirect effect was no longer significant. This moderated mediation results illustrated a refined picture of the effect of job embeddedness and its subdimensions on citizenship fatigue. At lower levels of POS, the effects were generally positive and indirect through OCB, while little effect was observed at the high level of POS.

Table 12

Comparison of Moderated Mediation Results in Supplemental Analysis 2

	Job Embeddedness	Community Embeddedness	Organizational Embeddedness	
Direct Effect				
	-.175+	-.091	-.164	
Moderated Indirect Effect				
Low POS	.419*	.272*	.347*	direct < indirect
Mean POS	.256*	.162*	.200*	direct < indirect
High POS	.093	.052	.053	direct > indirect