

Compulsory Citizenship Behavior and Emotional Exhaustion: A Serial Mediation Model of Work Stress and Work-To-Family Conflict

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Abstract. This study investigates the relationship between compulsory citizenship behavior (CCB) and emotional exhaustion in a collectivist, uncertainty avoidant, power-distant, and traditionalist culture. The authors propose a serial mediation model, in which work stress and work-to-family conflict mediate the relationship between CCB and emotional exhaustion. Data were collected from employees working in service organizations in Pakistan at two time points, resulting in a final sample of 441 respondents. The results support the serial mediation model, indicating that CCB indirectly influences emotional exhaustion through the mechanisms of work stress and work-to-family conflict. The study contributes to the literature by examining the collective effects of work and family domains on employee well-being and provides empirical evidence from a developing, collectivist, power-distant, and uncertainty avoidant society. The findings highlight the importance of considering the negative consequences of CCB and the need for organizations to create a supportive work environment that balances work and family demands.

Keywords: Compulsory citizenship behaviour, emotional exhaustion, work-to-family conflict, work stress

1. Introduction

Employees have always been valued for their possible contribution in improving overall organizational performance. Therefore, they are expected to work for attainment of organizational goals even if they have to move beyond their formal job roles, often termed as organizational citizenship behaviour (OCB). OCB has been found to influence various organizational level outcomes (Santos et al., 2024). This has attracted researchers to study citizenship behaviour from different aspects, where it has been valued from spontaneous choice to cognitive evaluation perspectives (He et al., 2018). It is therefore considered more like a required behaviour than a discretionary behaviour (Bolino et al., 2013; Nisar et al., 2024), that gave birth to notion of compulsory citizenship behaviour (CCB) which is defined as *employees' participation in the behaviours that are not discretionary rather required by the social structure of the organization* (Vigoda-Gadot, 2006). OCB and CCB differ, as the previous one is volunteer while the later one is desired behavior. But how CCB influences the workplace is an area that requires further empirical investigation (Ahmadian et al., 2017; He et al., 2019; Nisar et al., 2024).

Against the given backdrop, the study can be positioned in the following ways. First, the early studies have investigated the negative influence of CCB on employees' attitudes and behaviours (e.g. He et al., 2018; He et al., 2019; He et al., 2020), ignoring the emotional level outcomes of CCB (e.g. He et al., 2020; Qin and Zhang, 2023). The value of emotional level outcomes has been valued as attitudinal and behavioral outcomes are influenced by the emotional states (Liu et al., 2017; Shu et al., 2018; Wu et al., 2018). Considering these gaps, this study entails investigation of effects of CCB on emotional exhaustion (the negative emotional state).

We build our premise on the grounds that CCB seem a good fit in the context of the South Asia (Pakistan), where power distance, collectivism, traditionality is high (Ahmed and Islam, 2021; Rana et al., 2021) and culture is uncertainty avoidant (Clercq et al., 2019; Hofstede et al., 2010). In such an environmental and cultural context employee are required to be more courteous in going the extra mile for their organization and supervisors (Chen et al., 2021; He et al., 2019). In addition to that managers, in such cultures, tend to focus on material gains, low costs and high outputs and therefore job positions may not have clear boundaries resulting in desired extra role behaviours of employees (Chen et al., 2021; Mishra, 2015).

While looking at the local working environment, terms like "overtime" "overwork" have been commonly observed in the organizational context showing both volunteer and bounded work efforts (Ishaq et al., 2021; Ullah and Rehman, 2018). Employees in case of overtime, have to sacrifice their family time, energy and efforts at the workplace (Yang et al., 2000). It is also evident that in Pakistani context employees feel citizenship pressure (Clercq et al., 2019). The resources sacrifice influences the family domain, while culture demands employees to live in a close and collectivist family structure (Ahmed and Islam, 2021), leading to work-to-family conflict (WFC), which is further expected to lead to emotional exhaustion. Up to the best of the researchers' knowledge, the same has not been proposed or empirically investigated in the past, while Menon (2019) have highlighted the need of investigation conflicts between work and family domains. Recently Chen et al., (2021) have recently highlighted that there is a dearth of literature that has focused on the mechanism of both these domains. Vatharkar and Aggarwal-Gupta (2020) also found that in Indian context, the work overload influences the work and family. The current study, therefore, contributes by highlighting the mechanism through which CCB can lead to negative emotional states by proposing and empirically investigating the explanatory role of WFC.

Furthermore, it has been observed that CCB influences employees at workplace as well, but until recently, literature focusing on the collective effects of both work (compulsory citizenship behavior and work stress) and family domains (work-to-family conflict) on employees is scant. Recently Chen et al., (2021) highlighted that there is a dearth of literature that has focused on the mechanism of both these domains. Against this backdrop, the purpose of the current study is to investigate the employees' personal level outcomes (i.e. emotional exhaustion) influenced by compulsory citizenship behaviour

through mechanisms of work stress and work-to-family conflict. Pakistani context attributed with the power distance, collectivism and traditional culture may require employees to go beyond their formal jobs. This study proposes CCB as a dark workplace reality that can influence employees at personal level i.e. emotional exhaustion through serial mediation of workplace stress and WFC.

This study contributes to the existing body of knowledge in many ways. The foremost contribution is consideration of role and COR theories in explaining the outcomes of compulsory citizenship. The study also adds value by looking at the individual level outcomes i.e. emotional exhaustion through the serial mediation of workplace stress and work-to-family conflict. Through this investigation this study contributes by considering the collective effects of work (compulsory citizenship and work stress) and family domains (work-to-family conflict) in predicting individual responses (i.e. emotional exhaustion). The study also provides empirical evidence from a collectivist, traditionalist and high-power distance society (i.e. Pakistan), where CCB is common and employees often fail to differentiate between OCB and CCB. The conceptual model of the study is presented in figure-1.

By providing empirical evidence from Pakistani context, this study adds value to South Asian literature by highlighting the role of work-family domains and its influence on individuals. Past studies have witnessed that there is a lack of empirical literature focusing on least developed or underdeveloped parts of the world (e.g. non-western or Asian settings) (Peltokorpi, 2019; Soomro et al., 2018). This study is also important to carry out as the current economic situations in the country make it difficult for employees to move from one job to another (Khan and Ullah, 2021; Rasheed et al., 2021), which would increase the chances of CCB and reduce the ability to avoid such work demands.

2. Theorization & Hypotheses Development

2.1. Underpinning theory

Role theory is used as base line theory to explain the model under consideration, which is valued for its basic premise that focuses on roles humans have to play in their life. The theory proposes that individuals tend to behave in certain way that is in accordance with the way their roles are defined (Kahn et al., 1964). When an individual faces conflict in their roles a tension and stressful situation arises, which makes it difficult to perform various roles amicably. Thus, the unexpected change in one role may influence the performance of other role due to limited resources (energy and time). Based on the premise of the current study proposes that when employees have to work beyond their formal roles (CCB) they have to sacrifice their time and energy that might be reserved for family and personal life; consequently, employees may feel stressful outcomes. Yet another theoretical consideration is built on COR (Hobfoll, 1989) theory, which proports that individuals tend to create, safeguard and increase their resources and situations when there are changes of loss of resources individual tend to feel stress. Furthermore, in response to that employees tend to activate a mechanism where they would safeguard their remaining resources and do not deploy them further. The demands at work in form of CCB, may consume employees more time and energy (resources) than the usual, which may create threat of loss of other resources and they may feel stress and emotional exhaustion. In such cases, they may feel stress and anxiety and activate their safety mechanism. The following section covers the hypotheses developed based on existing literature and underpinning theories.

2.2. Hypotheses Development

2.2.1 Mediating role of work stress between compulsory citizenship behaviour and emotional exhaustion

Employees have to work in their personal and professional life (job-holder – duties one is supposed to do & organizational-member roles – one's roles beyond formal jobs) (Welbourne et al., 1998). Employees feel pressured to perform both these roles (Perlow, 1998), as their appraisal scores depend on their performance against these roles (Podsakoff et al., 2009). Such a situation creates feelings of role overload, as they have to meet both the job demands in the available resources, time, abilities and

other constraints (Duxbury and Halinski, 2018). Employees' compulsory citizenship behavior (CCB), is also an act where individuals are required to go beyond their formal roles. While performing both the roles, employees may thus take initiative to complete their tasks by staying late at work, bringing work home, working off days, sacrificing personal time to attend organizational gatherings. It is therefore expected that such employees tend to feel difficulty in balancing their roles and feel overloaded at work.

It is therefore believed that CCB may lead to negative consequences. One of such consequences is work stress, which seems an obvious outcome of the role overload and lack of psychological resources caused by excessive job demands (Bolino and Turnley, 2005). In order to seek the relationship between CCB and stress, this study uses the premise of role and COR theories. Role theory posits that employees tend to select their behaviours that are consistent with their roles (Kahn et al., 1964). It also highlights that the inter-role conflict creates a situation where it becomes difficult to meet the demands of various roles due to time, resources and energy constraints. Such a situation results in incompatibility and employees tend to feel stressed. The notion can also be explained with the help of COR, which postulates that individuals have limited resources and therefore they tend to protect and retain those resources (Hobfoll, 2001). When they feel that their resources are drained or a loss is going to occur they feel stress (Hobfoll et al., 2012). When an organization compels its employees to exhibit CCB they tend to feel stressed. This may be attributed to the fact that employees have to sacrifice their time, energy and personal resources to work for something that has no additional benefits for them. Hence, employees may feel loss of personal resources (Chen and Yu, 2013). Based on the given theoretical premise it is expected that CCB increases stress at work.

The CCB and stress relation can be assumed from another perspective as well. The employees often struggle to distinguish between CCB and OCB (Tepper et al., 2001), which leads to ambiguity in their roles. In such a situation, employees need more resources to build their understanding of their roles and meanings of work and thus work pressure surges (Amiruddin, 2019). The stress further influences their energies and reduces their ability to cope up with various roles in tandem (Chang et al., 2017; Chen et al., 2021; Ford et al., 2007; Liu et al., 2017). Based on the given discussion we propose that CCB increases work stress, which is hypothesized below:

H1a: *Compulsory citizenship behaviour is positively related with work stress*

The work stress can influence the employees' work and family domain as CCB arises feelings of loss of personal resources (e.g. time, energy and efforts dedicated for self and family) to achieve the compulsive tasks that are not part of formal job but one has to do for being extra role. Such a situation of loss of personal resources fosters the feelings of fatigue (Sonnentag and Zijlstra, 2009) and emotional exhaustion (Van Daalen et al., 2009). In response individuals would attempt to restore their resources (Hobfoll, 1989), but the presence of both work stress may not provide sufficient opportunities to do so (Glaser and Hecht, 2013; Jansen et al., 2003). Literature has also highlighted that work stress influences the employees at emotional levels as they feel exhausted which further leads to more stress and conflicts (Demerouti et al., 2004; Hall et al., 2010). Considering the arguments presented above, following assertion is made:

H1b: *Work stress and emotional exhaustion are positively related*

The aforementioned discussion covers two associations, (i) between CCB and work stress and (ii) work stress and emotional exhaustion. The CCB and stress relationship is assumed on the grounds that employees perform job-holder and organizational-member roles (Podsakoff et al., 2009; Welbourne et al., 1998). Employees are evaluated for their performance of these two roles (Perlow, 1998), thus they feel role overload issues (Duxbury and Halinski, 2018) and CCB is also such a form of role overload that can result in negative work outcomes (Bolino and Turnley, 2005). The stress is not an end at itself rather it leads to fatigue (Sonnentag and Zijlstra, 2009) and emotional exhaustion (Van Daalen et al., 2009). The same can be expressed with the help of role and COR theories. According to role theory one individuals tend to behave in certain way that is in accordance with the way their roles are defined (Kahn et al., 1964), and conflict at roles (caused by CCB) creates stressful situation and overall

performance of roles is influenced which leads to further emotional decay or exhaustion. The same can be explained with the help of COR (Hobfoll, 1989) theory which focuses on the efforts to protect resources in case of threat to them, or activation of a safety mechanism in case of loss. As the CCB consumes employees' personal resources (time, energy, efforts etc.) they would feel insecure and threat to other resources and would feel exhausted. They would tend to activate their safety mechanism to protect other resources. Thus, it is expected that CCB would tend to create stress that would further lead to exhaustions of employees' emotions, which is conjectured below:

H1: *Work stress positively mediates the relationship between compulsory citizenship behaviour and emotional exhaustion.*

2.2.2 Mediating role of work to family conflict between compulsory citizenship behaviour and emotional exhaustion

Like work roles, an individual has to cater life roles as well and employees work on balancing both in tandem. Often employees feel inconsistencies between their work and family roles, which is recognized as work-to-family conflict (Greenhaus and Beutell, 1985). Out of various determinants of work-family conflict, the work roles are considered the most important. CCB, being the cause of work overload, is assumed to lead to employees' WFC, which may be behavioural, strain or behaviour based. The time-based conflict arises when employees have to spend their personal time in performing job tasks. Similarly, strain and behavioural based conflict is caused when employees feel that they are using their psychological, emotional and physical energies in performing demanded tasks like CCB, which ultimately influences them psychologically and they feel stress (Vigoda-Gadot, 2006, 2007). Based on the given premise, past studies have found that excessive job demands (e.g. citizenship demands) influence employees at psychological levels and employees feel WFC as a consequence (Bragger et al., 2005; Chen et al., 2021). Due to excessive presence at work and display of CCB by employees, it becomes difficult for employees to balance their work and life domains, which results in WFC (Carlson et al., 2012; Hoobler and Hu, 2013; Liu et al., 2017; Vigoda-Gadot, 2006). The same can be expressed in the notion of role theory, where the conflicting job and family roles creates distress and employees may have to face WFC as an outcome. Similarly, when employees feel that they are spending their time, energy and resources to perform work tasks (CCB), they may have to sacrifice the time, resources and energies devoted for their families (COR perspective), thus a situation of conflict may arise.

H2a: *Compulsory citizenship behaviour and work-to-family conflict are positively related.*

Individuals face conflict between work and family domains, where work interfering in the family domain is termed as work-to-family-conflict (WFC), while family interfering in work domain is called family-to-work conflict (FWC). Both these conflicts are distinctive and caused by different factors (Ford et al., 2007), but both highlight the conflict caused by one aspect to another because of time and energy constraints. Individuals have to make efforts to meet the competing demands in both these domains, while failure in doing so may create conflictual situations (Sonnentag and Zijlstra, 2006). When employees have to put more effort at their job due to increased work demands, overtime or they carry work to home, they have to sacrifice the family time for work thus WFC arises and employees feel emotional exhaustion (Van Daalen et al., 2009). This may be attributed to the fact that roles are not compatible leading to increased conflicts. The same could be interpreted based on resources perspectives, as individuals tend to lose resources due to conflicts arising at family or work domains (Hobfoll, 2012). Regrettably, due to conflicts at work individuals need more resources to cope with the conflicts between work and family domains but have fewer opportunities to do so (Jansen et al., 2003), which results in emotional exhaustion (Hall et al., 2010). Based on the given discussion following hypothesis is assumed:

H2b: *Work-to-family conflict and emotional exhaustion are positively related.*

The aforementioned hypotheses discuss the CCB, WFC and emotional exhaustion relationships. Based on the theoretical premise and empirical literature it can be assumed that WFC mediates the relationship between CCB and emotional exhaustion. This can be conjectured on the ground that

excessive job demands (e.g. citizenship demands) influences employees at psychological level and they feel WFC (Bragger et al., 2005; Chen et al., 2021), because it becomes difficult to balance work and life domains (Carlson et al., 2012; Hoobler and Hu, 2013; Liu et al., 2017). When the WFC arises due to excessive job demands, individuals tend to feel emotional losses or exhaustion (Van Daalen et al., 2009). The same can be cultivated on the basis of both role and COR theories. Building on role theory it is proposed that due to role imbalance (work and family) individuals tend to feel emotional exhaustion. Similarly, the CCB may demand excessive resources at work where loosing family resources, thus a situation of conflict and emotional loss may arise. Based on the given discussion following assumption can be made:

H2: *Work-to-family conflict positively mediates the relationship between compulsory citizenship behaviour and emotional exhaustion.*

Work stress and work-to-family conflict

Stress at work has been determinant of various job, personal and family level outcomes. Based on COR perspective, it is to assumed that workplace stress may causes negative outcomes i.e. WFC and emotional exhaustion. COR proposes that individuals tend to protect, retain, hold and build their resources (Hobfoll, 2001), and any threat to their resources is considered a source of stress. The feelings may arise due to cognitive reasons (e.g. believe that currently resources are lost) or potential of future loss of resources (Hobfoll et al., 2012). In response to loss or potential of loss of such resources, individuals tend to protect the rest of their resources and in doing so may be more focused on work resources. This situation may influence their roles (role theory), where the employees may feel a situation of conflict at family roles caused by the work (WFC). Past studies have also found that work stress is often carried to family domains and employees face conflict at home caused by work role and loss of resources at work (Chang et al., 2017; Ford et al., 2007; Liu et al., 2017). Based on the given discussion following assertions are made:

H3: *Work stress and work-to-family conflict are positively related*

Serial mediation of work stress and WFC

As discussed earlier, CCB is an outcome of compulsion from the organization, where organizations require employees to work voluntarily without offering additional rewards. Such compelling responses are translated as negative instead of positive workplace requirements and cause workplace stress. The relationship seems obvious as employees tend to devote their free time and efforts to work to meet the additional requirements of work (Chen and Yu, 2013). Such workplace requirements lead to stronger turnover intentions, burnout and decreased performance (Bigoda-Gadot, 2007). The same can be attributed to the fact that employees often fail to differentiate between OCB and CCB (Tepper et al., 2001). Such an ambiguous situation requires employees to exert more resources (e.g. energy, time) to overcome the unclear work demands (Amiruddin, 2019). Extant studies have highlighted that such increased workplace demands and stressful situations lead to conflict at family level caused by work. For instance, excessive workplace demands require employees to sacrifice their personal and family time (in the form of late settings, taking work to home), energy and resources (Chang et al., 2017). Furthermore, the increased work demands create imbalance between work and family domains and employees face WFC issues (Ford et al., 2007; Liu et al., 2017). The WFC further leads to increased emotional exhaustion. The same can be believed as the failure to balance work and family domains, create feelings of emotional drainage (Sonnetag and Zijlstra, 2006), as they have to put more energy and efforts due to loss of both work and family resources thus they feel more fatigue (Boswell et al., 2004).

The notion can be explained with the help of both role and COR theories. Role theory posits that employees tend to select their behaviours that are consistent with their roles (Kahn et al., 1964). It also highlights that the inter-role conflict creates a situation where it becomes difficult to meet the demands of various roles due to time, resources and energy constraints. Such a situation results in incompatibility

and employees tend to feel negatively and fall in feelings of stress. CCB requires an employee to work beyond their formal roles, with the same resources. It is expected that such a situation may create feelings of stress. The notion can also be explained with the help of COR, which postulates that individuals have limited resources and therefore they tend to protect and retain those resources (Hobfoll, 2001). When they feel that their resources are drained or a loss is going to occur they feel stress (Hobfoll et al., 2012). It is therefore assumed that when an organization compels its employees to exhibit CCB, and there is no reward for such actions the employees tend to feel stressed. This may be attributed to the fact that employees have to sacrifice their time, energy and personal resources to work for something that has no additional benefits for them. Hence, employees may feel loss of personal resources (Chen and Yu, 2013).

H4: *Compulsory citizenship behaviour and emotional exhaustion relationship is serially mediated by work stress and work-to-family conflict*

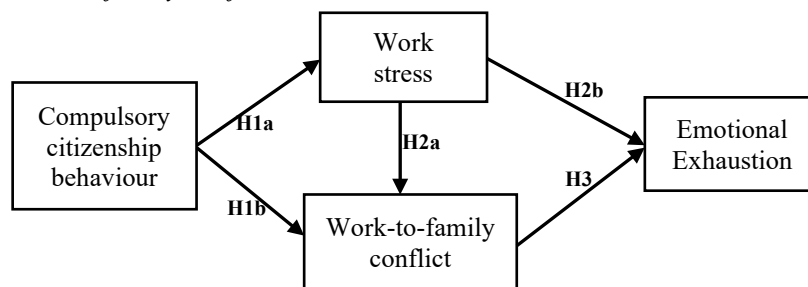


Fig. 1: Conceptual model.

3. Research Methodology

3.1. Participants and Process

The data collection procedure comprised a two stages (lags) approach where respondents filled the questionnaires two times (in March, 2022 and May, 2022). The employees from service organizations working in the provincial capital of the largest province of Pakistan. The time-lagged approach is proposed for its benefits and abilities to avoid common method biases (Podsakoff et al., 2012). The population size was not possible to determine as the firms were not willing to share the size of their workforce, thus the use of probability sampling strategy was not possible. The sample size was therefore determined by using the rule of thumb approach, where the number of items (i.e. questions in questionnaire) were multiplied with the 20 (Costello and Osborne, 2005). Management and social sciences studies commonly use this rule of thumb as it offers a good sample size that can suffice the purpose of statistical requirements (Islam et al., 2022).

At time-1, researcher distributed 540 questionnaires (27×20) using convenience sampling technique, while only 513 employees responded back. Though the convenience sampling may influence the generalizability of the findings and lead to responses bias, but the said issues can be eliminated when the sample size is large and respondents belong to heterogenous groups. Here the respondents belonged to the service organization (i.e. insurance, banking, educational, and health sectors), therefore, the findings are expected to be generalized. The respondents were approached again after a six weeks interval, which is considered as a suitable lag interval. At this point of time only 454 employees were present at their workplace, while only 441 respondents filled the questionnaire completely. On the whole, the majority of the respondents were male ($n=309$), with work experience of less than 10 years ($n=345$), had a university degree ($n=322$), and with average age of 27.8 years.

3.2. Measures

The questionnaire used for data collection was taken from previous studies. **Emotional exhaustion** was measured using nine items scale of Maslach Burnout Inventory (MBI) (Maslach and Jackson, 1981,

1991). A five-points scale ranging from 1=never to 5=always was used for the scale. It is one of the most widely used in management literature (Lee and Ashforth, 1996). **Work-to-family conflict** – was measured using the three-dimensional scale of Carlson et al., (2000). It covered time based, strain based and behaviour-based conflicts. Each dimension had three items, making it nine items scale. The sample item includes “My work keeps me away from my family activities more than I would like to”. **Work stress** – was operationalized by using four items of the shorter scale of Vigoda-Gadot (2007) which is based on the work of House and Rizzo’s (1972) scale. It covered items like, “I work under a great deal of tension”. **Compulsory citizenship behaviour** – was operationalized using the five items scale of Vigoda-Gadot (2007). The scale was considered useful in collectivist and power distant society (Peng and Zhao, 2011), so its use was considered acceptable in Pakistani context. It covered sample items like “The management in this organization puts pressure on employees to engage in extra-role work activities beyond their formal job tasks”.

3.3. Control variables

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

4. Findings of the Study

4.1. Descriptive statistics and correlation analysis

Table 1 covers the results of descriptive statistics, reliability and correlation analysis. The mean score is provided against five points Likert scale. As all of the tabulated values are above 3.5 (rounded to 4, which shows agreement with the statements), showing the presence of variables of interest at the workplace. The table also shows that all measures met the reliability threshold value of > 0.70 (Babbie, 1992). The correlation analysis highlights that Compulsory citizenship behaviour is positively related with the work stress ($r=.228$; $p<0.01$), Work-to-family conflict ($r=.308$; $p<0.05$) and emotional exhaustion ($r=.370$; $p<0.05$). These results help us move further with data analysis.

Table 1: Descriptive statistics, reliability, and correlation matrix.

N=441		Mean(SD)	∞	1	2	3	4
1	Compulsory citizenship behaviour	4.1247(.428)	.910	-			
2	Work stress	3.6107(.447)	.881	.228**	-		
3	Work-to-family conflict	3.5209(.608)	.776	.308*	.214**	-	
4	Emotional exhaustion	3.5421(.4172)	.729	.370*	.310**	.418**	-

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

4.2. Confirmatory factor analysis

Before Moving to hypotheses testing, the measures were assessed for validity using confirmatory factor analysis (See table 2). The measurement model, with four factors, showed the best fitness values CMIN/DF= 1.908, RMR= .020, GFI=.942, AGFI=.901, CFI=.912, RMSEA=.031. All the factors loaded acceptably on latent constructs. The values of AVE, CR and validity master were used to determine the convergent and discriminant validity. The tabulated values show that the measures were both discriminately and convergently valid (Fornell and Larker, 1981).

Table 2 Master Validity

	Loading	AVE	MSV	CR	CCB	WS	WFC	EE
CCB	0.51– 0.98	0.519	0.339	0.885	0.857			
WS	0.62 – 0.88	0.575	0.409	0.807	0.308	0.748		
WFC	0.57 – 0.95	0.595	0.491	0.901	0.541	0.521	0.809	
EE	0.54 – 0.81	0.627	0.284	0.885	0.274	0.482	0.182	0.817

Measurement model: CMIN/DF= 1.908, RMR= .020, GFI=.942, AGFI=.901, CFI=.912, RMSEA=.031

CCB=compulsory citizenship behaviour, WS=work stress, WFC=work-to-family conflict, EE=emotional exhaustion

4.3. Path analysis and hypotheses testing

The results of hypotheses testing are provided in table 3, which shows the outcomes of Hayes process macros based on guidelines of Preacher et al., (2007). The tabulated values reveal that compulsory

citizenship behaviour is not related to emotional exhaustion at 95% confidence interval. Contrary to that, the serial mediation relationship is supported (effect=0.0178, LLCI=0.0428, ULCI=0.1274). This could be attributed to the fact that the mediation mechanism may be present that explains this relationship which support researcher's assertion of serial mediation of work stress and Work-to-family conflict between compulsory citizenship behaviour and emotional exhaustion (H4 supported). The table also highlights that compulsory citizenship behaviour is significantly related with work-to-family conflict ($\beta = .3017$, $p = .001$), and workplace stress ($\beta = .2891$, $p = .021$), thus both H1a and H1b are supported. Similarly, workplace stress is related with both work-to-family conflict ($\beta = .2007$, $p = .008$) and emotional exhaustion ($\beta = .2508$, $p = .001$). Based on the given results H2a, b and H3 are supported.

Table 3 Summary of sequential mediation

	B	SE	P	LLCI	ULCI
Direct effect:					
CCB – EE	.0907	.0524	.062		
CCB – WS	.2891	.0452	.021		
WS – EE	.2508	.0348	.001		
CCB – WFC	.3017	.0490	.001		
WFC – EE	.3075	.0592	.004		
WS – WFC	.2007	.3178	.008		
Indirect effect:					
Total indirect effect	0.3196	0.0452		0.0251	0.4086
CCB→WS→EE	0.0725	0.0154		0.0853	0.2104
CCB→WFC→EE	0.0928	0.0210		0.0286	0.1408
CCB→WS→WFC→EE	0.0178	0.0801		0.0428	0.1274

CCB=compulsory citizenship behaviour, WS=work stress, WFC=work-to-family conflict, EE=emotional exhaustion

5. Discussion

Grounding on role and COR theories, this study entailed investigation of effects of compulsory citizenship behaviour on employees' work stress, family domains (work-to-family domains) and their collective effects on their emotional exhaustion. The statistical analysis carried out on data collected through questionnaires highlighted important findings. The results are interesting as previously scant literature is available linking compulsory citizenship behaviour and emotional exhaustion. The results revealed that compulsory citizenship behaviour is not directly linked with emotional exhaustion, thus a mechanism must be present linking these variables. The findings also provide an answer for the calls of Ahmadian et al. (2017) and Liu et al., (2017), who proposed investigation of outcomes of compulsory citizenship behaviour at various levels. These results are also in-line with the recommendations of He et al., (2018) and Chen et al., (2021) who called for an investigation of outcomes of compulsory citizenship behaviour and its mechanism. Chen et al., (2021) further recommended that cultural traits could be an important factor as their sample belonged to the collectivist, traditionalist and power distance society. The findings of the current study also belonged to a similar culture, thus the support the assertions.

The proposed mechanism has been investigated using a series of steps, at the first instance the role of compulsory citizenship behaviour has been investigated for its influence on work stress and work-to-family conflict (H1a and H2a), and both were supported. Furthermore, both work stress and work-to-family conflict are investigated for their effects on emotional exhaustion of employees (H1b and H2b). The statistical result supports these hypotheses. Furthermore, both work stress and work-to-family conflict are mediated between compulsory citizenship behaviour and emotional exhaustion (H1, H2 and H4). These results also supported as the partial mediation mechanisms are observed.

These results are in-line with the theoretical premise of the study based on role and COR theories. Based on role theory, which proposes that inter-role conflict influences employees negatively. Here the findings highlight that the compulsory citizenship behaviour requires employees to indulge in

compulsive acts and thus have to sacrifice time, energy and efforts to perform job tasks i.e. membership and job holder roles. While performing these roles they may have to consume time, energy and resources dedicated for their family, thus role conflict may arise which may lead to increased stress, work-to-family conflict and ultimately emotional exhaustion. The same can be aligned with the COR premise, which proposes that individuals tend to feel stress due to loss of resources. As the compulsory citizenship behaviour requires employees to go beyond their formal role, employees tend to lose their time, energy and other resources to perform extra job roles. Furthermore, the loss of resources may also come from the family sphere, which may ultimately lead to emotional loss and exhaustion. Thus, the study provides a novel explanation by providing a mechanism of how compulsory citizenship behaviour may lead to negative outcomes (emotional exhaustion). The mechanism itself is valuable to offer, as both work and family domain mechanisms have not been largely covered in existing literature.

6. Implications

The study offers both theoretical and practical insights. Theoretically, this study is built on two important theories i.e. role and COR theories. The findings highlight that the compulsory citizenship behaviour, being a negative workplace reality, causes both inter-role conflict (role theory) and feelings of loss of resources (COR premise), and ultimately leads to negative outcomes like emotional exhaustion. The findings seem obvious, as collectivist and power distance cultures have acceptability for such roles due to followership and acceptance of authority (Rana et al., 2021). In such cases both role conflicts and loss of resources occurs, which influences employees negatively. The investigation also propoart that when roles contradict or employees feel loss of resources, they feel a situation of stress at work. But the stress does not end over here, as they have to sacrifice their family roles to meet the demands created by compulsory citizenship behaviour. These results highlight that the outcomes are not only restricted to work rather personal life is also influenced by compulsory citizenship behaviour. These results are more organic for collectivist cultures, where family domains are important part of one's life (Ahmed and Islam, 2021; Rana et al., 2021; Soomro et al., 2018).

These results are affirmative to the collectivist culture of Pakistan where one is closely imbedded with the family structure and often makes professional choices with the conformity of their family (Ahmed and Islam, 2021). This is supported by both role and COR theories, where the work and family roles are both influenced by the inter-role conflict arising from compulsory citizenship behaviour. The study confirms that when employees have to display compulsory citizenship behaviour, they feel work domain influence (work stress) and family domain outcomes (work-to-family conflicts) as a consequence. It results in negative influence on employees as they suffer both at work and family domains, which results in emotional forfeiture.

With the given theoretical consequences, this study also offers some useful insights to the managers of the selected firms. The major take-away for managers is about compulsory citizenship behaviour and its negative consequences in form of emotional exhaustion. Past studies highlight that when employees are emotionally exhausted they may cause various negative consequences at work. Thus, the study leaves a valuable message for managers, i.e. "avoid putting too much on the shoulders of your employees", rather "keep them happy and win forever". The managers should understand that compulsory citizenship behaviour can offer only timely gains, but in long run it may influence the organization and its working negatively. The management should therefore schedule the work in a way that there is no excessive burden on employees. Furthermore, the management should adopt such practices that ensure nourishment at both work and family domains. The management should understand that working environment should be the first priority, as it can lead to the negative outcomes at the family domain, while both of them can collectively influence employees' emotions. In summing up, it could be inferred that managers should develop an employee centric system where they can flourish and grow, as it can have lasting workplace influences. From cultural perspectives, future studies could consider the locality as a differentiating factor as Rajadhyaksha (2020) observed that in South

Asian perspective, even the city of belongingness can create difference in perceptions and responses of individuals as they perceive their role with family differently. For instance, they reported that traditional men feel more work-to-family conflict than egalitarian counterparts, thus showing the differences in norms.

7. Limitations & Future Directions

Though the current study is based on a detailed theoretical framework and rigorous methodological underpinning, it is still prone to some limitations. The foremost limitation is about the use of time-lagged cross-sectional research design, which is commonly used and is proposed to overcome the issues of common method variance (Podsakoff et al., 2012). The future studies should consider a longitudinal approach to see the long-term effects of compulsory citizenship behaviour demands and its influence on work-family domains and their collective effects on employee emotional responses. The future studies should also consider the boundary conditions e.g. justice and reward system. As employees may not consider compulsory citizenship behaviour negatively when they perceive that they may be rewarded for their extra efforts based on justice. Personal dispositions e.g. positive framing of environment and work (James et al., 2021). Similarly, employees with high learning orientation may not consider compulsory citizenship behaviour as a negative act, so the outcomes for them would be different.

The study was carried out by selecting respondents from multiple firms, while the future studies could be more focused on specialized organizations from where culture related factors could be important considerations for practices and management structure. Individual personality (e.g. dark personality triad) could also be a distinctive force as people may translate compulsive acts differently blessing or curse (Krasikova et al., 2013). Employees with dark personalities consider self-development as the first priority and want to reach to the top. Leadership could also be considered as a moderator for the future studies, as leaders through their motivation function can change the employees' viewpoints about their work and they may consider compulsory citizenship behaviour as a positive workplace trait instead of a negative workplace trait. Past studies have considered that negative leadership traits (e.g. authoritarian and destructive styles) can lead to feelings of compulsory citizenship behaviour (Shu et al., 2018; Wu et al., 2018), while the positive aspect of leadership could be explored as a boundary condition.

8. Conclusion

This study investigates the relationship between compulsory citizenship behavior (CCB) and emotional exhaustion in a collectivist, uncertainty avoidant, power-distant, and traditionalist culture. The findings support a serial mediation model, in which work stress and work-to-family conflict mediate the relationship between CCB and emotional exhaustion. The study makes several contributions to the literature, including examining the collective effects of work and family domains on employee well-being and providing empirical evidence from a developing, collectivist, power-distant, and uncertainty avoidant society.

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