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THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION IN THE EFFECT OF COMPULSORY CITIZENSHIP BEHAVIOR ON EMPLOYEE SILENCE: THE CASE OF TURKISH (KONYA PROVINCE) MANUFACTURING INDUSTRY[1]

Abstract

Purpose: This study discusses the concept of compulsory citizenship behavior (CCB) and identifies the relationships between CCB, organizational identification, and employee silence bearing in mind the Conservation of Resources Theory (COR). In other words, the study examines CCB's effect on employee silence as well as whether organizational identification has a mediating role in this effect.

Methodology: Data were obtained by means of surveys from the employees of the manufacturing sector in a province in Turkey. Data were analyzed using the IBM SPSS, PROCESS Macro, and Amos package software in line with the purpose of the study.

Results: The findings show that CCB negatively affects organizational identification and positively affects employee silence. Furthermore, organizational identification was found to negatively affect employee silence. The findings regarding mediation indicate that organizational identification has a mediating role in CCB's effect on employee silence.

Conclusion: As a result, it was determined that CCB would have negative consequences. The perception of CCB increased employee silence behavior both directly and indirectly (by reducing identification).

Keywords: Compulsory citizenship behavior, organizational identification, employee silence, manufacturing sector

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1   The present article was obtained from the first author's master's thesis in Turkey under the supervision of the second author.

1. Introduction

In today's competitive environment, a way for organizations to achieve their goals and continue their existence is for employees to engage in beneficial behaviors beyond their job descriptions (Sajuyigbe et al., 2022). These behaviors, which are expressed as organizational citizenship behaviors and which include behaviors such as helping the adaptation process of the new employees joining the organization and the work they do, being friendly to the customers and trying to complete the assigned tasks without complaining, have constructive effects on the performance of the employees and ultimately on the effectiveness of the organization (Podsakoff et al., 2000). For this reason, it is important for employees to exhibit these behaviors that are beyond their job descriptions for the continuity of their organization. However, employees sometimes move away from exhibiting these beneficial behaviors and limit themselves to the extent of their job descriptions. In these cases, there may be attempts to achieve these behaviors through social pressure. This obligatory citizenship is referred to as compulsory citizenship behavior (CCB) (Vigoda-Gadot, 2006) and can lead to negative reactions and situations among employees. This study discusses this type of citizenship and examines its relationship with positive and negative organizational outcomes. In other words, the present study discusses the relationship between CCB and organizational identification (a positive output) and employee silence (a negative output).

Organizational identification refers to an employee who see themselves as part of their organization and embrace it (Kerse & Karabey, 2019). Although organizational identification, which is perceived to be the same as organizational commitment in terms of this definition, is similar to organizational commitment in terms of attitude, it differs in terms of behavior and affects organizational commitment and other positive attitudes and behaviors (Danışmaz et al., 2019). The emergence of identification makes the employee's work life more meaningful and increases their performance (Mael & Ashforth, 1992). Thanks to identification, employees strive to achieve organizational goals and try to perform at a high level even when there is no supervision (Miller et al., 2000). Therefore, the more they identify and integrate with the organization, the more they contribute to the activities of the organization and ultimately provide a competitive advantage (Christ et al., 2003). For this reason, it is important to ensure identification in organizations.

Employee silence, which is another variable in the focus of the study, refers to refraining from expressing opinions and ideas about situations that will benefit the organization and organizational goals (van Dyne et al., 2003). This conscious employee behavior hinders the functioning of the organization and its development (Alparslan & Kayalar, 2012). In addition, it increases stress at the employee level, and leads to dissatisfaction and resignation; at the organizational level, it prevents change and innovation and decreases performance (John & Manikandan, 2019). For this reason, taking measures to reduce employee silence in organizations is important for organizations to continue their existence. The present study examines the CCB and organizational identification variables, which are likely to reduce silence behavior. In other words, the study attempts to determine whether CCB affects employee silence both directly and indirectly through organizational identification.

The study is expected to contribute to the literature for the following reasons. First of all, the study addresses employee silence behavior, which is quite common in countries with high power distances (Kerse & Karabey, 2018), alongside two important variables that affect it (CCB and organizational identification). Power distance is the level at which individuals in a society accept that power is not equally distributed and value and respect individuals with authority (Hofstede, 1980). In societies with high power distances, such as Turkey (Hofstede, 1980), employees rarely express their thoughts and concerns openly in both private and business life (Kerse & Karabey, 2018). As stated by Kerse and Karabey (2018), in these societies, silence is culturally supported, which is evident in sayings such as 'speech is silver, silence is gold'. Therefore, the present study is important in that it determines the variables that affect employee silence. Furthermore, since employee extra-role behaviors are not clearly defined in high power distance cultures, employees are forced to exhibit citizenship behavior (Chen et al., 2021). The study examines whether this citizenship behavior (i.e., CCB) achieved through this coercion achieves its purpose, that is, whether it provides organizational benefits specific to organizational identification and employee silence. Therefore, the present study is the first to examine CCB's effect on employee silence through organizational identification.

2. Conceptual frame and hypotheses

2.1 Compulsory citizenship behavior (CCB) and organizational identification

Compulsory citizenship behavior (CCB) emphasizes that, in general, beneficial behaviors to be exhibited by employees arise compulsorily as a result of organizational pressures (Danışmaz et al., 2019). CCB is defined as citizenship behaviors such as helping other employees, continuing to work outside the official working time, etc., which are compulsorily put forward as a result of pressures arising from other employees or managers (Vigoda-Gadot, 2006). Although citizenship behavior is included in the definition and citizenship behaviors inherently include beneficial behaviors beyond the job description, these beneficial behaviors include behaviors exhibited with some personal concerns (exclusion, wage cut, excessive workload, etc.) in CCB rather than behaviors exhibited willingly.

Although it is desirable to have citizenship behaviors exhibited voluntarily in organizations, employees sometimes refrain from exhibiting these behaviors (Zhou et al., 2014). This leads managers who want to respond to increasing competition and market pressures to adopt an autocratic management approach and ultimately to pressure employees to go beyond their job descriptions (Vigoda-Gadot, 2006). Although this oppression and the compulsory display of citizenship behavior originates from wanting to achieve organizational benefit and ultimately ensure the continuity of organizational life, this situation (CCB) leads to some negative outcomes. As a matter of fact, studies (Aslan & Yağcı Özen, 2019; Kerse et al., 2019; Doğan, 2019) have found that CCB leads to job stress, conflict between employees, an increase in turnover intention, and a decrease in job satisfaction, organizational commitment and performance. Another negative outcome of CCB is that it reduces organizational identification.

Organizational identification emerges with the presence of employees who embrace their organization and see themselves as an integral part of the organization (Çimen Fedai, 2022). Organizational identification reflects an employee's level of commitment to organizational membership. Accordingly, employees emphasizing their organizational identity when defining themselves, that is, referring to the organization and its characteristics when expressing themselves, show that the level of identification is high (Dutton et al., 1994). In short, organizational identification is the phenomenon of individuals feeling that their own values are one and the same with the values that make the organization an organization (Timur & Behram, 2021).

Employees identifying with their organization is very important for organizations, because employees who identify with their organizations tend to make sacrifices for their organizations. These employee behaviors are more supportive of their organizations and much more consistent with organizational goals (Smidts et al., 2001). Organizational identification not only reduces the differences that arise between the individual interests of the employee and organizational interests, but also reveals a strong convergence between the employees and the organization. This increases employees' interest in their jobs and leads them to be more present in cognitive processes (Brammer et al., 2015).

It is possible to explain the relationship between CCB and organizational identification in a theoretical context with the Conservation of Resources Theory (COR) (Hobfoll, 1989). The conservation of resources theory argues that individuals make efforts to gain, protect and increase resources that they deem valuable (Yürür, 2011). The conservation of resources theory states that employees may consume other resources in line with demands, which may in turn lead to the loss of their available resources (Grandey & Cropanzano, 1999). The employee is negatively affected if they lose their available resources and fail to obtain the sufficient level of resources they want (Hobfoll & Shirom, 2001). In other words, these feelings of stress and psychological insecurity caused by resource loss (Jin et al., 2020) enable them to move away from some attitudes and behaviors in order not to lose resources, even if they would bring organizational benefit. Considering this situation in the context of CCB, employees experience a loss of resources because they exhibit behaviors that are beyond their job descriptions. This loss of resources is undesirable and stressful for employees (Hobfoll, 1989). In the end, employee levels of identification decrease against this organization, causing a loss of resources. Indeed, Zhao et al. (2014) and He et al. (2018) suggested that there is a negative relationship between CCB and organizational identification. Considering the COR theory and research findings, the following hypothesis was developed for the sample on which the research was conducted:

H₁: CCB negatively effects organizational identification.

2.2 CCB and employee silence

Employees voluntarily or involuntarily hiding their knowledge and opinions that may be of benefit to the organization, i.e. remaining silent, is one of the important problems that need to be addressed in today's organizations (Bagheri et al., 2012). Employee silence means that employees hide their real opinions about organizational issues from other employees, including managers (Pinder & Harlos, 2001). Coined by Hirschman (1970), this concept refers to not sharing opinions and ideas that may benefit the organization and provide organizational improvement with the organization and its employees, remaining passive in situations and problems that arise (even if one has opinions and ideas about the issue) (Pinder & Harlos, 2001; van Dyne et al., 2003).

Employee silence is a behavior that starts individually and leads to organizational silence by affecting the organization's other employees (Erdoğan, 2011). This employee behavior hinders creativity, preventing the emergence of new ideas and opinions within the organization (Gül & Özcan, 2011). Therefore, although this behavior involves an individual decision, it is a problem that spreads to the organizational environment and affects the organization completely. For this reason, it is important to determine the reasons behind employee silence. Studies in the literature have suggested that employees prefer to be silent due to fear and worries (Uçar, 2016). Employee silence also has many individual and organizational sources. One of these sources is the perception of CCB.

The COR theory can explain the relationship between CCB and employee silence. In the context of this theory, employees will use time, a resource, to turn to beneficial extra-role behaviors, leading to a loss of resources (Chen et al., 2021). This will cause the employee to refrain from expressing beneficial ideas in order to avoid further losses of resources. This relationship appeared in empirical study findings. He et al. (2019) determined in their study that employees who perceive CCB prefer silence, which is a counterproductive work behavior. In another study, He et al. (2018) indicated that there was a significant positive relationship between CCB and employee silence. Therefore, the following hypothesis was developed for the research sample regarding CCB and employee silence:

H_2: CCB has a positive effect on employee silence.

2.3 Organizational identification and employee silence

Organizational identification occurs when employees accept the basic and important values of their organization together with their own personal values (Ashforth & Mael, 1989). An employee who identifies with the organization develops such a bond that they see the organization's success and failure as their own, which enables them to internalize the organization's goals and make more efforts to achieve these goals (Kerse & Karabey, 2019). Therefore, such an employee is less likely to keep beneficial information and ideas, that is, to engage in silence behavior. There are findings that support this relationship in the literature. Vakola and Bouradas (2005) suggested in their study that employees exhibit less silence behavior with increased levels of organizational identification. In their study, Knoll and van Dick (2013) determined the existence of a negative relationship between organizational identification and types of silence. Considering these findings, the following hypothesis was developed for the research sample:

H_3: Organizational identification has a negative effect on employee silence.

## 2.4 Organizational identification as a mediator

As explained above, employee perception of CCB reduces organizational identification (Ahmadian et al., 2017; Zhao et al., 2014) and leads to silence within the organization (He et al., 2018). However, while organizational identification reduces employee silence, a decrease in identification increases silence behavior (Knoll & van Dick, 2013). This relationship is also in line with the viewpoint of the COR theory. Employees who have to spend time to go beyond their job descriptions due to CCB have reduced organizational identification due to the loss of resources (time and effort) and hesitate to share beneficial opinions and ideas in order to conserve their resources. Therefore, they exhibit silence behavior instead of voice behavior, which is an extra-role behavior.

The above theoretical explanations and empirical findings show that the effect of CCB on employee silence is likely to be through organizational identification. For this reason, the following mediation hypothesis was developed for the research sample:

H_4: Organizational identification has a mediating role in the effect of CCB on employee silence.

The research model was created in line with the above hypotheses. The hypotheses were tested with reference to the said model.

Figure 1 Research model
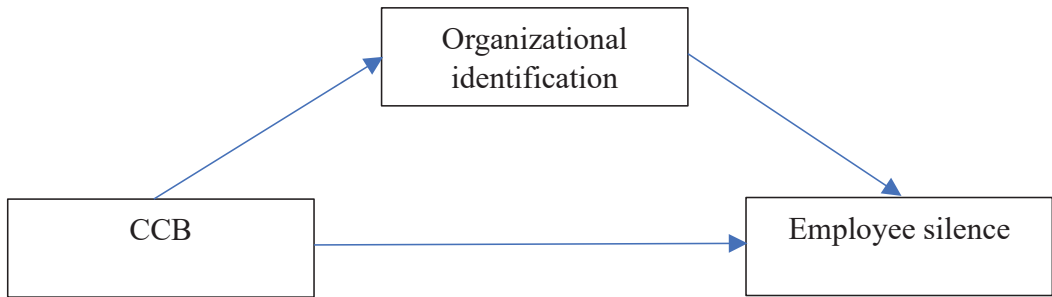
Source: Authors

3. Method

Karamanoğlu Mehmetbey University Scientific Research Publication Ethical Committee produced ethics committee approval for this study dated 22 November 2021 under number 197-206.

3.1 The research sample

This study attempted to determine the relationships of CCB with employee silence and organizational identification. In other words, the effect of CCB on employee silence was examined both directly and indirectly (through organizational identification). The bulk of the study was formed by the manufacturing sector of Konya province in Turkey. Two businesses operating in this province were selected for the sample. It was determined that there were approximately 250 employees in these businesses. Data were obtained from these employees using simple random sampling. Survey data of 159 employees were evaluated. Considering that the research population is approximately 250 people, the sample size of 159 participants was sufficient, with a 95% reliability level for studies using quantitative methods in social sciences (Gürbüz & Şahin, 2016, p. 132). The majority of the employees were female (57.9%) and single (61%). Additionally, 88% of the employees were aged 36 and under, and 70% of the employees had a high school education or a lower level of education. Only 17.6% of employees worked for the company for more than 6 years, so the participants did not work in their businesses for very long.

3.2 Scales used in the research

Research data were obtained using surveys. The first part of the survey aims at measuring demographic characteristics and consists of 5 items. Other sections include the compulsive citizenship behavior, employee silence, and organizational identification scales, each consisting of 16 items. These scales were obtained from scales previously proven to be reliable and valid. The 5-point Likert-type scales include cross-sectional answers (from 1 - *Strongly disagree* to 5 - *Strongly agree*).

Compulsory citizenship behavior: A 5-item scale developed by Vigoda-Gadot (2007) and adapted into Turkish by Harmancı Seren and Ünaldı Baydun (2017) was used to determine the perception of CCB. The Cronbach alpha value was examined for validity and reliability. The Cronbach alpha coefficient obtained from the scale was 0.782, which meets the criteria and makes it reliably acceptable.

Organizational identification: A 6-item scale developed by Mael and Ashforth (1992) and adapted into Turkish by Başar and Basım (2015) was used to measure organizational identification. The Cronbach alpha coefficient of the scale was found to be 0.859, which makes it reliable.

Employee silence: A 5-item scale developed by Tangirala and Ramanujam (2008) was used to measure employee silence. There is no Turkish adaptation of this scale. Therefore, experts in the relevant fields were consulted for the translations from English into Turkish. The scale was finalized after consulting an expert in the relevant field. The Cronbach alpha coefficient of the scale was 0.879, which makes it reliable.

4. Findings

4.1 Statistical methods used in the research

Data were analyzed using the IBM SPSS, PROCESS Macro and Amos software packages. Reliability analysis, exploratory and confirmatory factor analyses, and correlation analysis were performed using these programs. The data were checked for the general conditions before undergoing the basic analyses. In order to test the validity of the scales used in the study, confirmatory factor analysis was performed for the scales with a Turkish adaptation, and exploratory and confirmatory factor analyses were performed for those without an adaptation. The Cronbach alpha value was examined to test scale reliability levels. Normality analysis was performed to determine whether the data had a normal distribution. The skewness and kurtosis values of the scales were examined for this. Skewness and kurtosis values are between -1.5 and +1.5 in a normal distribution (Tabachnick & Fidell, 2013). The skewness and kurtosis values for each scale were between -1.5 and +1.5 (see Table 1). Therefore, the assumption of normality was met.

4.2 Factor analysis of scales

Confirmatory factor analysis was performed to analyze the construct validity of the CCB, organizational identification and employee silence scales used in the study. Explanatory factor analysis was also performed for the employee silence scale, since it had not been adapted for Turkey. Explanatory factor analysis was carried out in the first stage of scale development and adaptation to determine which factors are formed by the observed variables (Gürbüz & Şahin, 2016).

Care was taken to ensure that the item factor loadings were above 0.40 for factor analysis (Hair et al. 2017). Explanatory factor analysis for the employee silence scale revealed a one-dimensional structure with all item factor loadings scoring above 0.40. The KMO value was 0.842. Barlett's test of sphericity was p = 0.00. The items in the scale explained 67.57% of the total variance. Confirmatory factor analysis was then performed to verify the scale factor structures. Scale item factor loadings and model fit index values provided the reference values, therefore, the construct validity of the scales was confirmed.

Table 1 Scale fit index and normal distribution results

Indexes	Reference value	CCB	Organizational identification	Employee silence
X²/df	≤5	.673	1.887	1.539
CFI	≥.90	1.000	.992	.995
RMR	<.10	.008	.030	.019
IFI	≥.90	1.001	.992	.995
TLI	≥.90	1.011	.969	.987
RMSEA	≤.08	.000	.075	.058
Skewness		.116	-.740	.766
Kurtosis		-.480	-.082	.210

Source: Authors' calculations

4.3 Hypothesis testing

Before analyzing the study hypotheses, correlation analysis was performed to determine the magnitude and direction of the relationship between CCB, organizational identification and employee silence. The results are presented in the table below.

Table 2 Correlation analysis

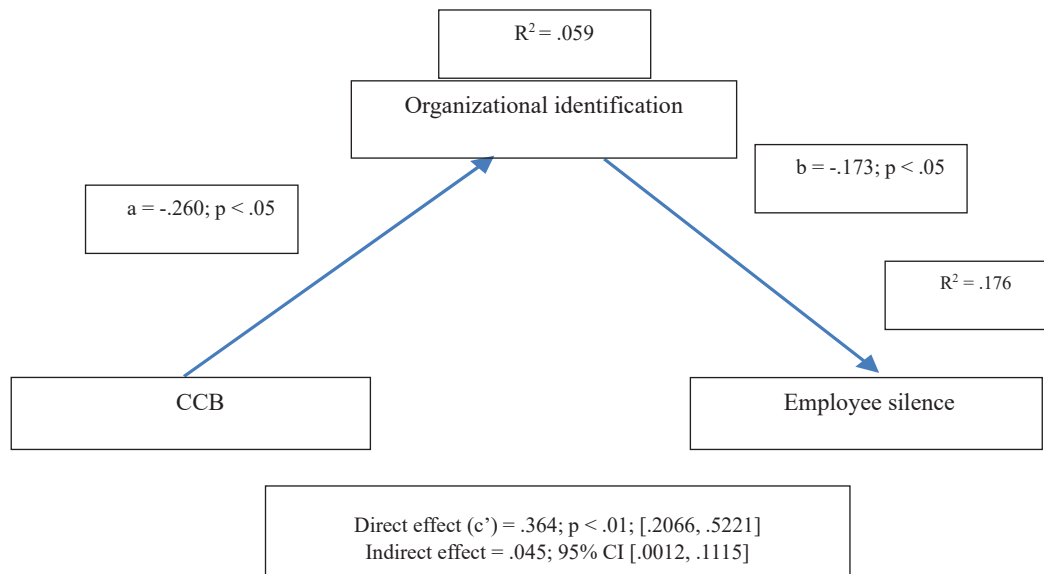|		CCB	OI	ES	Mean	S.D.
CCB	r	1			2.56	.86
	Sig.					
OI	r	-.243**	1		3.62	.92
	Sig.	.002				
ES	r	.384**	-.257**	1	2.17	.92
	Sig.	.000	.001			
CCB: Compulsory citizenship behavior; OI: Organizational identification; ES: Employee silence						

Source: Authors' calculations

In terms of the correlation coefficients, a coefficient value between 0.20 and 0.30 indicates a low-level relationship, whereas a value between 0.30 and 0.70 indicates a moderate relationship (Büyüköztürk, 2016). With this information in mind, examining the correlation analysis table of the variables reveals that there is a negative and low-level relationship between CCB and organizational identification (r = .243). A moderate and positive (r = .384) relationship was identified between CCB and employee silence. The relationship between organizational identification and employee silence was negative and low (r = .257).

Direct hypotheses and mediation hypotheses were analyzed using the Process Macro software developed by Hayes. The analyses were performed using the bootstrap technique. This contemporary technique makes it possible to calculate the indirect effect and make inferences from the calculated values (Gürbüz, 2019). Mediation analysis was carried out in Process Macro with reference to Model 4. The dependent variable was "employee silence", the independent variable was "CCB", and the mediating variable was "organizational identification". The findings regarding Model 4 are presented in Figure 2.

Figure 2 Hypothesis test results

Organizational identification — $R^2 = .059$

$a = -.260; p < .05$

$b = -.173; p < .05$

$R^2 = .176$

CCB

Employee silence

Direct effect (c') = .364; $p < .01$; [.2066, .5221]
Indirect effect = .045; 95% CI [.0012, .1115]

Source: Authors' calculations

The findings revealed that CCB and organizational identification accounted for approximately 18% (R^2 = .176) of the total change in employee silence. CCB was found to account for approximately 6% of the change in organizational identification (R^2 = .059). Findings regarding the effect of CCB on organizational identification (a pathway) indicate that this effect is significant and negative (b = -.260; p < .05). Based on this finding, "H1: It can be said that compulsory citizenship behavior has a negative effect on organizational identification" is accepted. The direct effect of CCB on employee silence (c' pathway) is positive and significant (b = .364; p < .01). Based on this finding, "H2: Compulsory citizenship behavior has a positive effect on employee silence" is accepted. Findings regarding the effect of organizational identification on employee silence (b = -.173; p < .05) indicate that the effect is negative and significant. Based on this, "H3: Organizational identification has a negative effect on employee silence" is accepted. The finding on the indirect effect regarding the mediation hypothesis indicates that CCB has an indirect effect on employee silence (b = .045), and this effect is significant (95% CI [.0012, .1115]). Moreover, the confidence interval values did not include zero (0), indicating that this relationship is significant. Based on these findings; "H4: Organizational identification has a mediating role in the effect of compulsory citizenship behavior on employee silence" is accepted.

5. Evaluation and conclusion

This study examined the effect of CCB on organizational identification and employee silence, obtaining findings that would make contributions to the literature. The first finding indicates that CCB negatively and significantly affects organizational identification, therefore supporting previous findings in the literature (Zhao et al., 2014; He et al., 2018). Additionally, in parallel with findings in the literature (He, et al., 2018; He et al., 2019), the findings of this study indicate that CCB directly and positively affects employee silence. The effect of organizational identification on employee silence was also negative, supporting the findings from other studies (Vakola & Bouradas, 2005; Knoll & van Dick, 2013). On the other hand, the analysis findings indicated that CCB affects employee silence not only directly, but also indirectly (through organizational identification). Therefore, CCB decreases employee identification levels, leading them to refrain from sharing beneficial information with the organization, therefore leading to silence behavior.

It would be beneficial to point out certain theoretical and practical implications based on these findings. The present study addresses the concept of CCB, which is common in high power distance societies (Chen et al., 2021), as well as its direct and indirect effects on silence behavior, which is also common in high power distance societies. The findings revealed that CCB (Vigoda-Gadot, 2006), which is incentivized for employees to provide organizational benefit, led to negative organizational outcomes. In other words, CCB increased employee silence behavior, which is a negative organizational outcome. Additionally, decreases in the level of organizational identification were found to lead to this increase. CCB reduced employee identification, ultimately leading to employee silence behavior. Therefore, the direct and indirect relationships between CCB and employee silence confirmed the perspective of the COR theory.

Moreover, the present study made contributions to the literature by evaluating CCB, organizational identification and employee silence together as variables. In their study, He et al. (2019) called for the relationship between CCB and employee silence to be addressed with different variables. The present study is the first in the literature to determine that organizational identification plays a mediating role in the relationship between CCB and employee silence, therefore revealing the mechanism driving these three variables and answering the call made by He et al. (2019).

All these findings have clearly shown that citizenship behavior should be voluntary and that making it compulsory can lead to negative outcomes. For this reason, organization managers are advised not to pressure employees to exhibit extra-role behaviors. It should also be noted that pressure regarding citizenship behavior is not applied only by managers. Coworkers may also apply this pressure on others. Therefore, organizations should strive to create organizational climates that do not pressure employees in such a way to create this citizenship.

Finally, one of the main duties of managers is to openly express beneficial ideas about work and the organization, ultimately maintaining organizational life. In high power distance societies such as Turkey, silence in private life is also reflected on organizational life. For this reason, although it is possible

to keep silence behavior to a minimum, it cannot be completely eliminated. One way to achieve this is to ensure that the employee identifies with the organization. As our findings indicate, the employee can get rid of silence behavior if they identify with their organization and embrace it as their own. Therefore, it may be beneficial to determine the factors that can enable identification and an organizational life that will make this possible.

6. Limitations and recommendations

The study has certain limitations alongside its above-mentioned contributions. Firstly, the study was conducted using a manufacturing sector sample from a single province in Turkey and used a cross-sectional design. This situation prevented a generalization encompassing the manufacturing sector as a whole. Therefore, it is useful to make the research findings and the inferences made above by taking this sample limitation into consideration because the effect of CCB on employee silence (through organizational identification) is specific to the sample in this study (Konya province). Secondly, the data were collected in November 2021, i.e. during the COVID-19 pandemic. Therefore, it is possible that the employees did not answer the survey questions with necessary care. For these reasons, it may be recommended to test the research model in the post-pandemic period. In fact, adding moderator variables to the research model in question and testing it in different sectors can benefit the relevant literature and practitioners. In addition, it should be studied how CCB affects employee silence in different cultures, trying to determine other moderating variables.

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