

# AN EMPIRICAL STUDY TO INVESTIGATE THE COERCIVE MANAGEMENT BEHAVIOR: EVIDENCE FROM ACADEMIA

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**Abstract:** The current study aimed to investigate the relationship between compulsory citizenship behavior and turnover intention of academics in Iranian universities. The effects of other components, such as the perception of organizational justice and psychological security, on this relationship were tested as mediators. Moreover, some demographic elements were considered as controlling factors. The nonprobability convenience sampling method used to collect the data, which were analyzed statistically by applying CFA and structural equation modeling (Path Diagram followed by the maximum likelihood estimation method). It was determined compulsory citizenship behavior increases the academics' turnover intention in Iranian universities while mediation elements, such as organizational justice and psychological security, reduce this negative consequence. The result shows that reducing the negative influence of CCB in the organization causes less percentage of turnover intention. Raising the employees' perception of organizational justice and their psychological security, is helpful for the administration to achieve this goal. Findings notify managers that (1) fairness in all work-related outcomes and (2) making the working environment psychologically secure decreases the academics' intention to leave although they feel the pressure of doing extra-role duties. The most interesting finding is that psychological security held a substantially stronger effect on reducing the negative consequences of CCB than organizational justice. For organizations and managers, the emphasis should be on preparing work environments supportive of high organizational justice and employees' psychological security to maintain turnover intention at its lowest levels.

Regarding the compatibility of the study with the Journal focus, we can mention that results will allow HR practitioners a better understanding of essential factors they have to focus in their leadership style and management efforts to reduce the financial and spiritual costs of turnover intention.

**Keywords:** Compulsory citizenship behavior, turnover intention, organizational justice perception, psychological security, human resource management.

**JEL Classification:** C13, L21, M12.

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## Introduction

During recent decades, with the rise of worldwide competition and globalization, the noteworthiness of recruiting and retaining qualified employees has become an important factor in the success of the education

industry (Gong et al., 2018). In other words, managing human resources plays a crucial role in increasing the sustainable competitive advantages of a higher education institute. Such a role is more profound in the education industry due to the direct effect of human resources,

which consist of academics, on customers, who are students. Although recruiting highly talented academics is a challenging issue for human resource managers, retaining them within the organization, in the long term, requires high efforts and intention as well. It is quite clear that progress in science and technology improves the human being's quality of life. Developing knowledge is the main purpose of the higher education system, which will be fulfilled by educating capable scientists. Academics and scholars are responsible for accomplishing this main goal of the higher education system in universities. Iran is one of the countries which plays an active role in contributing to universal knowledge and technology (Naderi & Safarzade, 2014). However, the Higher Education Ministry in Iran is recently becoming vulnerable it is losing knowledgeable academics in public and private universities (Higher Education Ministry of Iran, 2018). The high turnover intention of academics in universities results in practical problems for management in terms of the loss of talents, facing dysfunctional working processes; causing further recruitment and training costs. To minimize the negative impact of employees' turnover in universities, many scholars focused on turnover intention and associated factors. Previous literature negotiated the importance of various work-related variables affecting employees' intention to leave. Evidence suggests a strong relationship between employees' turnover intention and their job dissatisfaction, low job commitment, lack of organizational justice, loss of motivation, job stress, compulsory extra duties and high emotional pressure (Tanova & Holtom, 2008; Choi et al., 2013; Gong et al., 2018). The current study will discuss the influence of some of these work-related variables on academics' turnover intention.

In recent years, the structure of successful organizational management has improved and transformed into a different level due to the emerging new factors. One of these factors is 'compulsory citizenship behavior (CCB)' driven from the concept of 'organizational citizenship behavior (OCB)'. Organizational citizenship behavior contributes to the effective performance of the whole organization (Farh et al., 1997). Previous literature mainly concentrates on the positive side of organizational citizenship behavior, which refers to voluntary extra-role behavior. Compulsory citizenship behavior

focuses on the negative side of OCB, which mainly discusses the employees who were forced to show extra-role behavior due to the pressure from the environment or their supervisors (Vigoda-Gadot, 2006). Compulsory citizenship behavior has recently received much attention from managers yet it has not received desired levels of attention in academic studies. CCB, with its undesirable concept, has the potential to decrease job satisfaction and increase turnover intention within the organizations (Vigoda-Gadot, 2007; Peng & Zhao, 2011; Zeng & Ye, 2016). The relevance of CCB on work-related outcomes such as organizational justice, psychological security at an organizational level, and turnover intention has not been clearly defined. The current research aims to assess the questions below, and to fill the gap in the academic arena regarding compulsory citizenship behavior:

1. *How should compulsory citizenship behavior be considered as an appropriate practice for strategic human resource management?*
2. *How should compulsory citizenship behavior and its effect on employees' turnover intention be validated as proper preparation for structural human resource management?*

Employees' perception of organizational justice is listed as one of these work-related variables which are related to employee outcomes such as turnover intention (Srivastava, 2015). Increasing the employees' perception of organizational justice will not only increase their extra-role behavior through citizenship behavior, but it will also contribute to reducing the turnover intention (Nadiri & Tanova, 2010). Thus, the concept of organizational justice, its underlying mechanism, and its consequences need to be thoroughly understood by managers in the education sector. This will lead the higher education organization to improve institutional procedures and reduce employees' intention to leave (Fields et al., 2000; Cho et al., 2009). Psychological security is another work-related outcome affecting turnover intention (Edmondson, 1999). Individuals consider 'safety' as realizing that they will not be exposed to negative attitudes for expressing themselves honestly in their workplace (Kahn, 1990). Organizations will have the utmost benefit in terms of high performance if they can establish an atmosphere in which their employees feel psychologically secure (May

et al., 2004). Psychological security and its consequences in workplaces is a concept that received recent attention from scholars (Chen, 2015; Javed et al., 2017; Muchiri et al., 2019). Yet, the literature needs to explore more on psychological security and its effects on the working system within organizations.

The findings and implications of the current study are expected to contribute to the literature on compulsory citizenship behavior and its relevance to academics' organizational justice perception, their psychological security, and their turnover intention, especially in Iranian universities. This contribution will benefit managers to achieve a structured framework for strategic human resource management and will aid them to find practical solutions for reducing expenses in cost management. Finally, some demographic elements such as gender and type of the university were considered as controlling factors on the relationship between CCB and turnover intention.

## 1. Theoretical Background and Hypotheses Development

The concept of strategy has a long and rich past and over the years, many scholars argued for the importance of turnover intention of employees and its effects on human resource management. The theoretical background for this article was inspired by the studies conducted on the variables which cause turnover intention in organizations, such as compulsory citizenship behavior, organizational justice and psychological security (May et al., 2004; Vigoda-Gadot, 2007; Nadiri & Tanova, 2010; Haar et al., 2016; Afolabi & Balogun, 2017). On the other hand, various scholars recently focused on the effects of compulsory citizenship behavior on workplace-related outcomes (Javed et al., 2017; Samreen et al., 2019; Watton et al., 2019), such as job stress, negligent behavior, organizational politics, burnout and employees' intention to leave (Haar et al., 2016). Different theories such as social exchange theory, the conservation of resources theory, and coercive persuasion theory support the relation between compulsory citizenship behavior and turnover intention (Cropanzano & Mitchell, 2005; Muchiri et al., 2019).

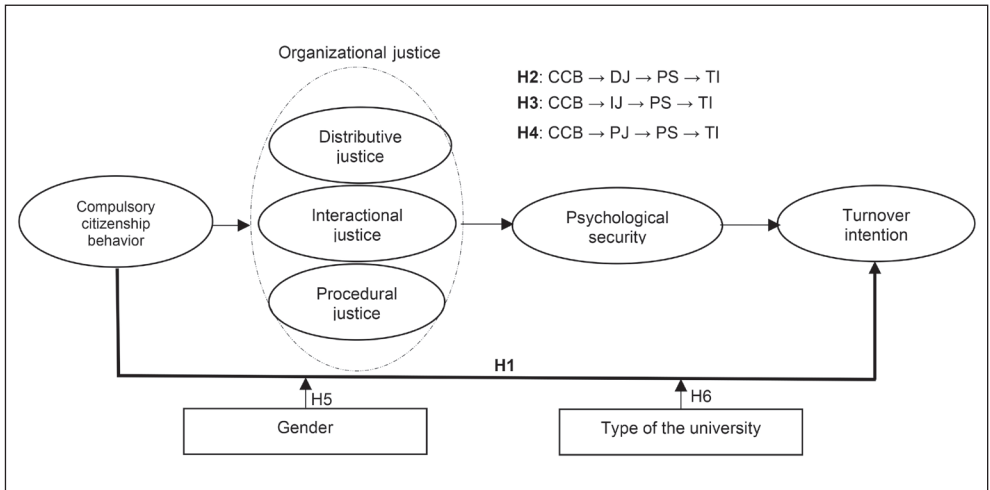
### 1.1 Compulsory Citizenship Behavior and Turnover Intention

Social behavior studies attempt to explore more on the concept and different sides of

organizational citizenship behavior. According to Peng and Zhao (2011) and Zeng and Ye (2016), organizational citizenship behavior is a voluntary behavior that is not part of workers' official role requirements, however, these kinds of behaviors support the organization into having an effective functioning. Recently, scholars have questioned the theory of organizational citizenship behavior, regarding the voluntariness of the extra-role tasks (Tang & Naumann, 2015; De Clercq & Belausteguigoitia, 2017; Song et al., 2019). Is the contribution of doing the task autonomously, the real choice of the employees? What happens if they refuse to do so, or how do they feel in case of refusing? What if the voluntary side of OCB becomes an unavoidable task in which the employee is forced to do it by the supervisor? All these questions have guided researchers to focus on the negative side of the goodwill extra-role behavior as well. So far, according to Vigoda-Gadot (2006), the new concept of 'conventional OCB' is introduced as 'compulsory OCB' or compulsory citizenship behavior (CCB). The concept of abusive supervision puts forward that the extra-role behavior is not always a matter of free choice by employees but rather is carried out by their exploitative management. Abusive behaviors refer to taking advantage of employees when they are not in a position to refuse their supervisors' demands for assistance or for performing the duties that are outside of their formal job description and the official wage system of the organization (Tepper, 2000).

The notion of CCB and abusive behavior in organizations is the main concern of 'The Coercive Persuasion Theory'. By using coercive tactics, managers extend the definition of roles for front-line employees and increase the pressure on them to improve performance, decreasing costs, and increasing beneficial outcomes (Vigoda-Gadot, 2006). However, this compulsory/coercive behavior may result in negative consequences at the organizational, team, or individual level. Such negative results will increase the dissatisfaction of employees and their intention to leave the workplace (Nadiri & Tanova, 2010). When employees are under pressure to do more for extra duties beyond their formal job descriptions and do not receive any formal rewards for these extra duties, their reaction is not positive (Vigoda-Gadot, 2007). This negative reaction causes

Fig. 1: Conceptual model and hypotheses



Source: own

to have an unsatisfactory atmosphere in the workplace. Therefore, the organization faces the increasing attempts of employees to leave the organization (Haar et al., 2016). In this regard, the first hypothesis is formed as follows:

*H1: Compulsory citizenship behavior has a significantly positive effect on academics' turnover intention.*

## 1.2 The Mediating Roles of Organizational Justice Perception and Psychological Security

Justice perception of employees has long been debated as an explanatory variable in social researches of organizational management (Cropanzano et al., 2007). According to James (1993), organizational justice defines the individuals' (or teams') perception of the fairness of treatment provided by the management system of an organization and their behavioral response to such kind of perception. Equity of working procedures and outcomes or equality of treatment is the main focal point of the justice theory. The current study concentrated on the three-dimension theory of justice, which conceptualized distributive justice, procedural justice, and interactional justice (Nadiri & Tanova, 2010). Distributive justice is about the

fairness of outcomes in the working process as perceived by employees and procedural justice concentrates on the means used to define the perceived fairness of those outcomes. Interactional justice covers the perceived fairness of interpersonal behavior between employees and managers (Martinez-Tur et al., 2006).

The concept of psychological security originates from the Hierarchy of Needs Theory by Maslow (1943). The theory states that when the need for security (classified as a lower-order need) is not met, people may feel under threat or feel the risk of getting harmed, become less satisfied with their lives, feel tense, and become anxious so they may not strongly desire other higher-order needs. According to May et al. (2004), when individuals perceive that they will not feel psychological pain for voicing their true selves at work, they feel 'safe'. In a secure environment, people comprehend the restrictions of acceptable actions and reactions. However, insecure conditions occur when the environment is unpredictable, ambiguous, and threatening. Employees perceive that the workplace environment is emotionally safe and free from sensational harm if they feel psychologically secure (Taormina & Sun, 2015). They usually have more self-confidence and trust in their colleagues, prefer to be more

social, feel less anxious, and communicate with their colleagues voluntarily and actively (Javed et al., 2017). This, in turn, will lead them to have higher job satisfaction and less turnover intention (Chen et al., 2015). Compulsory citizenship behavior affects organizational politics, increases dissatisfaction, and rises unfair perceptions of employees (Vigoda-Gadot, 2007). The coercive persuasion theory indicates that applying coercive tactics in managing an organization may cause substantial attitude change and manipulation in the working process (Tourish et al., 2009). Tepper (2000) and Choi et al. (2013) supports the negative relation between compulsory extra-role behavior and the perception of distributive justice. According to Vigoda-Gadot (2006), high levels of pressure by managers on staff to impose extra-role behaviors will cause higher levels of burnout and job stress, increase the perception of unfairness in the workplace and decrease employees' sense of psychological security. Employees with a lower sense of psychological security perceive that the workplace environment is not emotionally safe or not free from mental harm or threat, feel more anxious and become less satisfied with the organization they work in, which cause a high level of turnover intention (Zhao et al., 2014; Afolabi & Balogun, 2017).

The social exchange theory infers that employees analyze the risk and benefit of the situation they are in and make decisions through it (Cropanzano & Mitchell, 2005) and the conservation of resources (COR) theory indicates that employees attempt to surplus while avoiding the loss of their valuable resources (Teece, 2018). So far, while CCB causes emotional exhaustion, organizational justice perception adjusts the relation between CCB and turnover intention (He et al., 2019). To the best of our knowledge, the current study is the first one, which focused on organizational justice and psychological security as mediators of the relationship between compulsory citizenship behavior and turnover intention. Thus, the following hypothesis is proposed:

*H2: Perception of distributive justice coupled with psychological security mediates the relationship between compulsory citizenship behavior and academics' turnover intention.*

In different circumstances, Zellars et al. (2002) and Wu et al. (2019) found that abusive

management or low level of team reflexivity and perception of procedural justice are negatively related. On the other hand, the existence of procedural justice in an organization is associated with a higher psychological safety of employees (Inoue et al., 2013). Zellars et al. (2002) and Inoue et al. (2013) underlined that procedural justice in workflow and psychological security cause lower employees' intention to leave their job.

*H3: Perception of procedural justice coupled with psychological security mediates the relationship between compulsory citizenship behavior and academics' turnover intention.*

Lyu (2016) investigated that coercive behavior of managers causes less perception of interactional justice in the organizations. Srivastava's (2015) study concentrated on the lack of interactional justice, which causes psychological stress. According to the study, unfair interactions in the workplace make employees feel insecure psychologically. Choi et al. (2013) suggested that the perception of interactional justice affects the relationship between abusive management and work-related outcomes such as turnover intention. On the other hand, Zhao et al. (2014) examined employees' psychological security influences the relation between CCB and turnover intention.

*H4: Perception of interactional justice coupled with psychological security mediates the relationship between compulsory citizenship behavior and academics' turnover intention.*

## 2. Methodology

### 2.1 Population Description

The target population of the current study included all public and private universities in Iran. According to Iran's Higher Education Ministry (2018), there are 2,468 universities in Iran, out of which 141 universities are governmental universities (public sector), 530 universities belong to the private sector and the remaining 1,797 universities are half-public/half-private. Out of the academic population in Iran, 56% of Iranian academics teach in public universities (academics who work in half-public/half-private universities are included) and 44% of them teach in the private sector (Iran's Higher Education Ministry, 2018). Due to a large number of universities, to reach more reliable data for sampling, the study focused



on high ranked universities in Iran that are well established and have a good reputation internationally. So far, the data collected among 18 pure public universities and 24 pure private institutes.

## 2.2 Methods and Sample Description

According to Tanaka (1987), the sample size has to be six times higher than measurement statements, which were 38 in this study. Therefore, 228 participants were the minimum allowed range. By using the nonprobability convenience sampling method, 929 academics, from different public and private universities participated in total by voluntarily answering the questionnaires. Gender of the academics and type of the university they work in are moderators of the study; therefore, the stratified method of sampling was also used. According to Iran Higher Education Ministry (2018), 42% of academics who work in Iranian universities are female and 58% are male. The total sample of this study composed of 47.2% female academics and 52.8% male academics. 48.3% of these academics work in public universities, and 51.7% work in private ones. After running missing value analysis in SPSS, the sample size was reduced to 925 valid respondents.

## 2.3 Measurements

The original questionnaire is in English, but to increase the participation of respondents the questionnaire was prepared in both English and Persian (Iran's official language). Back translation was used to prepare the Persian version of the questionnaire.

### Compulsory Citizenship Behavior

Compulsory citizenship behavior was measured with 5 items produced by Vigoda-Gadot (2007). An example of the item format is "I feel that I am expected to invest more effort in this job than I want to and beyond my formal job requirements". The Cronbach's alpha was calculated as 0.842.

### Turnover Intention

The turnover intention was measured with 3 items which were adopted from Cammann et al. (1979). The same scale used by recent studies, such as Nadiri and Tanova (2010). Each item asked the academics to express their degree of intention for quitting or looking for another job. The Cronbach's alpha was calculated as 0.775.

### Organizational Justice

Organizational justice includes distributive justice, procedural justice, and interactional justice. Twenty items developed by Niehoff and Moorman (1993) were used to measure all three dimensions of organizational justice. The Cronbach's alpha value was 0.839 for all 20 items. Distributive justice had 5 items with a Cronbach's alpha value of 0.766. Six items belonged to procedural justice with a Cronbach's alpha value of 0.818 and the remaining 9 items on interactional justice had a Cronbach's alpha value of 0.840. Three examples of measurement statements for distributive justice are "I consider my workload to be fair"; for procedural justice is "My manager makes sure that all employee concerns are heard before job decisions are made"; and for interactional justice is "Employees are allowed to challenge or appeal job decisions made by the manager".

### Psychological Security

Psychological security was measured by 8 items adopted from Edmondson (1999). Recent studies such as Alkan and Turgut (2015) used the same scale for the construct. The Cronbach's alpha for all 8 items was calculated as 0.735. The questions asked whether the respondents feel secure to express their opinions, take risks, or be different.

## 3. Results

### 3.1 Demographic Statistics

Data were collected about participants' age, academic rank, monthly income, and the length of service in higher education. The analysis revealed that 2.2% of academics were in their 20s, 88.8% between 30 to 55 years old, and 9% of them were above 56. Monthly income of 4.7% of academics was below \$1,000 while 92.1% of them earned between \$1,000–3,000 as monthly income and 3.1% earned above \$3,000. From the participants, 24.5% of the academics had completed a Ph.D. degree and worked as an instructor, 49.7% of them were titled as assistant professors, 23.6% were titled as associate professors and 2.2% were titled as full professors. Out of all the academics who participated in the study, 37% of them had work experience of fewer than 10 years in higher education, 43.2% of them have worked between 10–20 years, 19.2% between 20–30 years and 0.6% worked for more than 30 years.

Tab. 1: Normality and CMB test

Compulsory CB	Turnover intention	Organizational justice	Psychological security
	Shapiro-Wilk sig.: 0.24	Shapiro-Wilk sig.: 0.47	Shapiro-Wilk sig.: 0.20
	Distributed normally	Distributed normally	Distributed normally
	Parametric data	Parametric data	Parametric data

\*CMB Harman's single factor test: 28.522% of variance

Source: own

Note: \*Recommended value:  $X < 50\%$ .

### 3.2 Data Distribution Statistics

CMB Single factor test was implemented in SPSS to test if any common methods bias occurred during data collection. The result of the test was found as 28.52%, which shows that common methods variances did not affect the responses of participants (Tab. 1). Due to the sample size, which was less than 1,000 participants, the Shapiro-Wilk test has been chosen to see if the data distributed normally or not. The insignificant result demonstrates that the data is parametric and was distributed normally (Hair et al., 1998).

### 3.3 Descriptive Statistics

Tab. 2 shows means, standard deviations, reliabilities, and correlation coefficients for all mediators, independent and dependent variables of the study. According to the table, all variables are insignificant correlation. The result of coefficient correlations in Tab. 2 supports the discriminant validity of the research as well.

### 3.4 Analytic Strategy

Confirmatory factor analysis and structural equation modeling using IBM-SPSS AMOS v24 were utilized to examine the conceptual model and the hypothesized relations. The method allows the researchers to observe both direct and indirect effects (mediation) of independent variables on dependents variables, simultaneously.

#### Confirmatory Factor Analysis

CFA with Promax rotation has been applied to test the convergent validity of items regarding their corresponding constructs. The result confirms the existence of six constructs with eigenvalues greater than 1.00 attesting for 81.05% of the total variance. The KMO value of 0.921 signifies that factor analysis is applicable. As illustrated in Tab. 3, the factor loadings of all items are greater than the recommended value of 0.5 (Hair et al., 1998).

Tab. 2: Means, standard deviations, reliabilities and coefficient correlations

Variable	Means	Standard deviation	Cronbach's alpha	1	2	3	4	5	6	7
1. CCB	2.344	0.877	0.842	1						
2. Turnover intention	2.808	0.917	0.775	0.256**	1					
3. Organizational justice	2.913	0.645	0.839	-0.189**	-0.460**	1				
4. Distributive justice	2.898	0.732	0.766	-0.253**	-0.262**	-	1			
5. Procedural justice	2.811	0.723	0.818	-0.173*	-0.372**	-	0.480**	1		
6. Interactional justice	2.990	0.803	0.840	-0.128*	-0.464**	-	0.382**	0.742**	1	
7. Psychological security	3.123	0.563	0.735	-0.257**	-0.392**	0.593**	0.316**	0.573**	0.554**	1

Source: own

Note: \*\* Correlation is significant at the 0.01 level (2-tailed);

\* Correlation is significant at the 0.05 level (2-tailed).

Tab. 3: Convergent and discriminant validity

	Compulsory CB	Distributive justice	Procedural justice	Interactional justice	Turnover intention	Psychological security
CCB1	0.652***					
CCB2	0.669***					
CCB3	0.740***					
CCB4	0.689***					
CCB5	0.766***					
DJ6		0.588***				
DJ7		0.672***				
DJ8		0.596***				
DJ9		0.626***				
DJ10		0.874***				
PJ11			0.519***			
PJ12			0.663***			
PJ13			0.662***			
PJ14			0.676***			
PJ15			0.675***			
PJ16			0.725***			
IJ17				0.777***		
IJ18				0.789***		
IJ19				0.770***		
IJ20				0.838***		
IJ21				0.844***		
IJ22				0.731***		
IJ23				0.763***		
IJ24				0.791***		
IJ25				0.796***		
TI26					0.852***	
TI27					0.753***	
TI28					0.611***	
PS32						0.590***
PS33						0.740***
PS34						0.636***
PS35						0.545***
PS36						0.746***
PS37						0.603***
PS38						0.589***

Source: own

Note: \*\*\* Rotated standardized regression is significant at the 0.01 level (2-tailed).



**Tab. 4: Fit indices**

Fit indices	Recommended values	Tested model
x2/d.f	<5.0	2.279
GFI	>0.90	0.846
AGFI	>0.80	0.814
CFI	>0.90	0.882
NFI	>0.90	0.895
RMSEA	<0.08	0.066

Source: Choudhury and Karahanna, 2008 & own research

**Structural Equation Modeling**

SEM estimates, using Path Diagram followed by the maximum likelihood estimation method was implemented to the data set. Goodness-of-fit in model and results of testing hypotheses are shown in Tab. 4, 5, 6, and 7 respectively.

*Model Fit*

Various indices such as x2/d.f (the ratio of chi-squared to the degree of freedom), GFI (goodness of fit index), AGFI (adjusted goodness of fit index), CFI (comparative fit index), NFI (normed fit index) and RMSEA (root mean square error of approximation), were used to assess the fitness between the proposed theoretical model and the collected data.

By applying covariance arrows for high-value error terms (e7 ↔ e9, e17 ↔ e18, e22 ↔ e23, e26 ↔ e28 and e37 ↔ e38) the result improved to a perfect fit in the model. All values placed in the recommended area (Choudhury & Karahanna, 2008).

*Path Diagram*

Fig. 2 displays the standardized regression weight of hypothesized relationships (path coefficients) and R-squared values which indicate to what extent the exogenous variables clarify the variance in the endogenous variable.

While the model fit is acceptable and discriminant validities are established, the projected research model was examined through the hypotheses. Compulsory citizenship behavior positively affects academics' turnover intention at 0.203 value, as significant level of 0.002 ( $\beta = 0.203$ ;  $p < 0.002$ ). Organizational justice is the first mediator in the relationship between compulsory citizenship behavior and turnover intention while psychological security is the second mediator. Compulsory citizenship behavior has a significant effect on the turnover intention with a regression value of 0.203, which means the existence of compulsory citizenship behavior in an organization causes around 20.3% more intention of the employees to leave

**Tab. 5: Fit indices**

Fit indices	Recommended values	Tested model
x2/d.f	<5.0	2.258
GFI	>0.90	0.902
AGFI	>0.80	0.818
CFI	>0.90	0.906
NFI	>0.90	0.935
RMSEA	<0.08	0.061

Source: Choudhury and Karahanna (2008) & own research

the organization. This percentage reduces to 8% when organizational justice affects the relation. Psychological security is another factor, which affects the relation, and reduces it from 20.3% to 7.3%. The current study considers the effect of both mediators on the relationship between CCB and turnover intention as well. By applying organizational justice and psychological security as two mediators, the effect of CCB on the intention to leave decreases from about 20.3% to 5.8%. According to Tab. 7, academics' perceptions of distributive justice coupled with their psychological security significantly mediates the positive effect of compulsory citizenship behavior on the turnover intention at 0.059 value. The indirect effect through distributive justice coupled with psychological security is between 0.029 and 0.149 with 99% bias-corrected percentile method using a bootstrapping method with 1,000 samples ( $\beta = 0.059$ ; S.E. = 0.35;  $p = 0.007$ ). Academics' perceptions of procedural justice coupled with their psychological security significantly

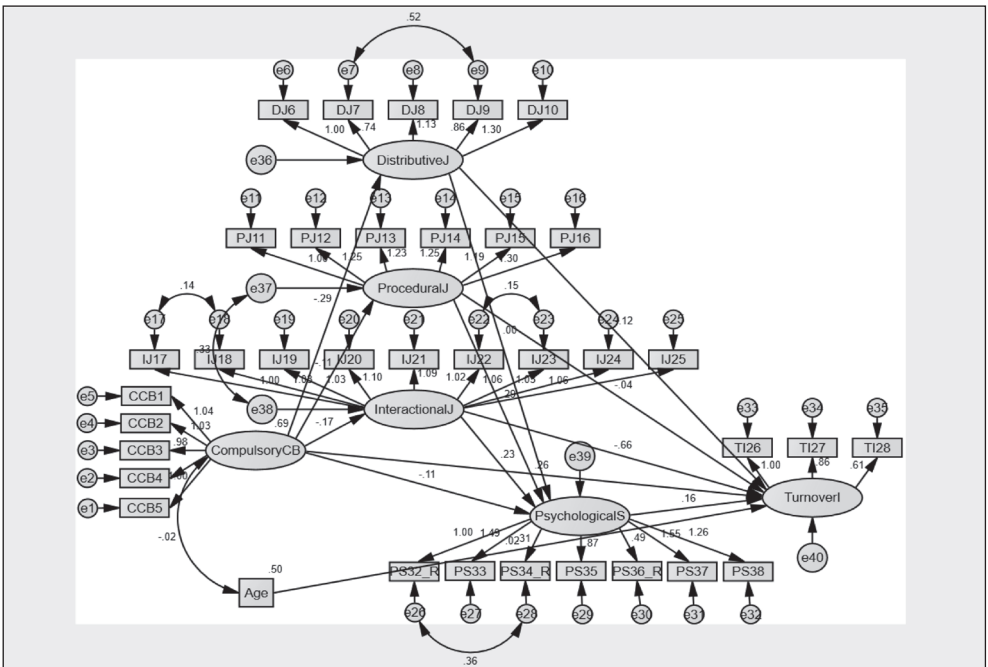
mediates the positive effect of compulsory citizenship behavior on the turnover intention with at 0.058 value. The indirect effect through procedural justice coupled with psychological security is between 0.026 and 0.156 with 99% bias-corrected percentile method using a bootstrapping method with 1,000 samples ( $\beta = 0.058$ ; S.E. = 0.26;  $p = 0.004$ ). Academics' perceptions of interactional justice coupled with their psychological security significantly mediates the positive effect of compulsory citizenship behavior on the turnover intention at 0.058 value. The indirect effect through interactional justice coupled with psychological security is between 0.034 and 0.152 with 99% bias-corrected percentile method using a bootstrapping method with 1,000 samples ( $\beta = 0.058$ ; S.E. = 0.041;  $p = 0.007$ ).

**Multi-group Moderators**

*Gender*

Gender Theory has determined the issue of gender as an imperative component of the

**Fig. 2: Structural model (CFA and path diagram)**



Source: own

**Tab. 6: The direct relation's result**

Hypothesis	Std.Est.	S.E.	C.R.	P	Result
H1: CCB → TI	0.203	0.054	3.489	0.002	Supported

Source: own

Note: Std.Est. = standardized estimate; S.E. = standard error; C.R. = critical ratio; P = p-value; CCB = compulsory citizenship behavior; TI = turnover intention.

**Tab. 7: The mediated effects' result**

Hypotheses	Ind.Efc.	S.E.	Lower bnd.	Upper bnd.	P	Result
H2: CCB → DJ → PS → TI	0.059	0.035	0.029	0.149	0.007	Supported
H3: CCB → PJ → PS → TI	0.058	0.026	0.026	0.156	0.001	Supported
H4: CCB → IJ → PS → TI	0.058	0.041	0.034	0.152	0.000	Supported

Source: own

Note: Ind.Efc. = indirect effect, S.E. = standard error; P = p-value; CCB = compulsory citizenship behavior; TI = turnover intention; DJ = distributive justice; PS = psychological security.

Organization Theory (Trauth, 2013). Gender Theory detected that differences in women's and men's behaviors would accredit the performance between all males as one group and all females as another group. One of the aims of the current research is to test the gender's effect on the direct and indirect relationship between CCB and turnover intention.

*H5: The gender of academics moderates the relationship between compulsory citizenship behavior and turnover intention of academics.*

*Type of the University*

According to the Institutional Theory (Scott, 2008), organizations intensely rely on their institutional environment. The type of organization (either they belong to the government or private sector) plays an important role in shaping the structure and the environment. Therefore, focusing on the 'type of the university' as a moderator of the relationship between compulsory citizenship behavior and turnover intention is amongst the aims of this study.

*H6: The type of university moderates the relationship between compulsory citizenship behavior and turnover intention of academics.*

Multi-group moderation analysis was applied in AMOS to test the moderators'

effects. Differences in chi-squared and degree of freedom for unconstrained and fully-constrained models display that two different groups of gender (female and male) are not invariant and they are different at the overall model level. Therefore, path differences were checked regarding chi-squared thresholds. The specific path of CCB → TI was concerned in assessing the moderation effect. Chi-squared for the path is 74.559, which is lower than the thresholds. Then, the overall result shows that gender does not have a significant effect on compulsory citizenship behavior and turnover relationship as a moderator (H5). H6 assumed that the 'type' of the university, either they are public or private, moderates the effect of compulsory citizenship behavior on academics' turnover intention. Based on multi-group moderation analysis, differences in chi-squared and degree of freedom for unconstrained and fully-constrained models display that two different groups of university types (public and private) are not invariant and they are different at the overall model level. Therefore, path differences were checked regarding chi-squared thresholds. The specific path of CCB → TI was concerned in assessing the moderation effect. Chi-squared for the path is 85.273, which is higher than the thresholds. Then, the overall result indicates that the type of

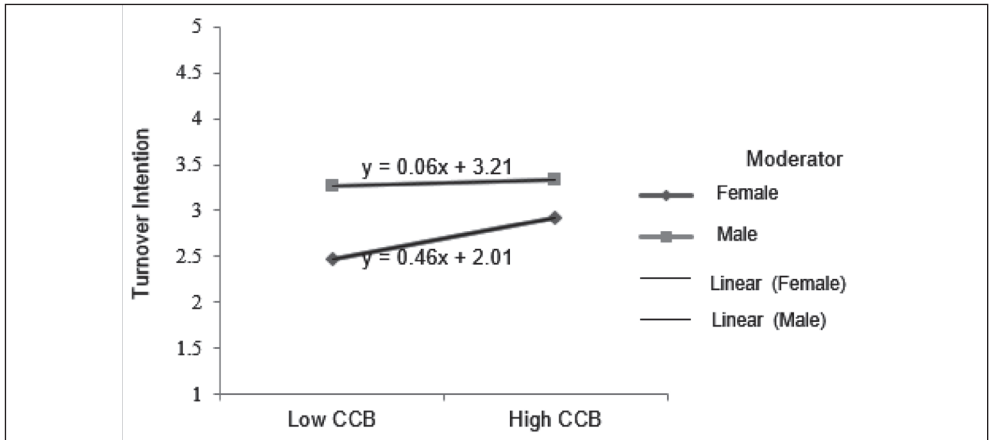
Tab. 8: Moderation testing result

Hypotheses	X <sup>2</sup> dif.	df	X <sup>2</sup>	X <sup>2</sup> Thr. Hld	P	Result
H5: <b>Gender</b> moderates CCB → TI	23.167	9	74.559	77.260	0.006	Not supported
H6: <b>UniType</b> moderates CCB → TI	25.739	11	85.273	81.195	0.003	Supported

Source: own

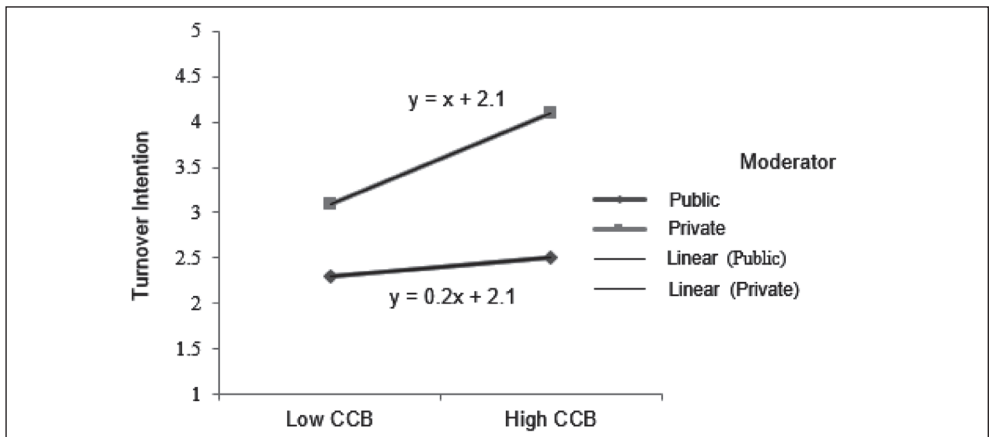
Note: Std.Est. = standardized estimate; X<sup>2</sup> dif. = chi-squared differences; X<sup>2</sup> Thr.Hld = chi-squared threshold; P = p-value; CCB = compulsory citizenship behavior; TI = turnover intention.

Fig. 3: Gender as moderator



Source: own

Fig. 4: Type of university as moderator



Source: own

university has a significant effect on compulsory citizenship behavior and turnover relationship as a moderator with more than 90% confidence.

To be more accurate, the Simple Slope Analysis for two-way interactions was applied (Dawson, 2014). According to Fig. 3, the interaction effect of gender on the relationship between CCB and turnover intention was not statistically significant. Therefore, gender fosters the positive relationship between compulsory citizenship behavior and academics' turnover intention (*H5*). On the other hand, as illustrated in Fig. 4, the positive relationship between CCB and turnover intention is stronger in private universities ( $t = -1.239$ ;  $p < 0.01$ ) than it is in public universities ( $t = -3.439$ ;  $p = 0.001$ ). Thus, the type of university strengthens the effect of compulsory citizenship behavior on academics' decisions to leave the university they work in (*H6*).

## 4. Discussion

### 4.1 Theoretical Implications

The findings of the current research offer some implications for the universities' management teams and department supervisors. The study focused on 'compulsory citizenship behavior' and its possible undesired consequences on organizational outcomes such as employees' turnover intention. Even though the effect of CCB on employees' intention to leave the organization is recently well-established by several scholars (Vigoda-Gadot, 2007; Peng & Zhao, 2011; Zhao et al., 2014; Wu et al., 2019), less is known about the underlying mechanisms that express the relationship between human resources management practices and turnover intention as a negative phenomenon in organizations. The current study, to the best of our knowledge, is the first study to assess the mediation effects of employees' perceptions of organizational justice and their psychological security on the relationship between CCB and turnover intention in Iran. By questioning the proposed relationships of the conceptual model, which relied on social exchange theory, coercive persuasion theory and conservation of resources (COR) theory, the study gained remarkable outcomes that will benefit HR managers and organizations' administrators. Social exchange theory in HRM indicates that employees execute a cost-benefit analysis to distinguish risks and benefits in the social interaction of two parties, which includes supervisor-employee interaction or two

colleagues' interaction (Cropanzano & Mitchell, 2005). On the other hand, coercive persuasion theory in HRM demonstrates that managers' persuasion, coercive tactics, and interpersonal/group-based influence manipulation may cause attitudinal changes and substantial behavioral changes in employees (Vigoda-Gadot, 2006). COR theory in HRM illustrates that employees seek to achieve and retain resources, and if a loss of resources or threat of loss happens, they will encounter stress which it will have an emotional and psychological impact on their behavior (Hobfoll & Freedy, 1993).

As predicted, results show that compulsory citizenship behavior strongly enhanced academics' turnover intention in Iranian universities (*H1*), which is similar to the result of Vigoda-Gadot (2007). The intention of Iranian academics to change the universities they work in is higher when there is more pressure for extra-role behavior in their workplace environment. The direct positive relationship between CCB and turnover intention is consistent with coercive persuasion theory and social exchange theory. Coercive persuasion theory indicates that coercive pressure such as extra tasks, extra working hours, extra workloads, and expecting extra effort influences employees' behavior, which leads them to leave the organization (Vigoda-Gadot, 2007). Also, social exchange theory points to certain conditions in the workplace environment, which cause employees to search for a more beneficial situation.

In turn, while academics' perceptions of organizational justice interfere with the relation, the percentage of their turnover intention reduces to less than half. Coercive manipulation of managers in working systems (coercive persuasion theory) enhances the pressure on employees to increase performance and lower the cost (Tourish et al., 2009). Depending on certain conditions of the workplace environment, employees look for requirements which are less risky or more beneficial for them (social exchange theory). Thus, in an organization with high levels of employees' perception of justice in distributions, processes, and interactions, the intention to leave the organization is less (Nadiri & Tanova, 2010; Choi et al., 2013). All three dimensions of organizational justice (distributive, procedural, and interactional) appear as key variables of the relationship between CCB and turnover intention as they

fully mediated this relationship. Therefore, applying organizational justice in the working system plays a crucial role in the human resource management units of universities. On the other hand, psychological security plays a similar role as the perception of organizational justice. While it intervenes in the relationship between compulsory citizenship behavior and turnover intention of Iranian academics, the percentage decreases to a lower level; from 20.3% intention to leave to 7.3%. According to Muchiri et al. (2019), coercive methods of management will cause group-based and interpersonal manipulations in the organization, influencing employees' behavior such as feeling psychologically less secure and being less productive (coercive persuasion theory). Moreover, the lack of psychological security results in a rise of being stressed and makes employees' attitudes change such as the intention to leave (conservation of resources theory) (Bartram et al., 2012). Employees evaluate the conditions of their workplace environment to seek the benefits (Dontsov & Perelygina, 2013); if they feel psychologically secure within the system, their intention to stay in the organization will increase (social exchange theory). According to Gong et al. (2018), the psychological security of employees significantly influences their turnover intention. Thus, making academics feel psychologically secure in the workplace environment is another imperative point which university managers, faculty deans, and heads of departments should be concerned about. The perception of organizational justice (all three dimensions) coupled with the psychological security of Iranian academics, can reduce the percentage of turnover intention caused by CCB in the universities. *H2*, *H3* as well as *H4* of the current research support the conclusion. Therefore, the existence of compulsory citizenship behavior in organizations causes more turnover intention among the employees, yet, the interruption of the two important factors, organizational justice, and psychological security, can reduce this effect to its lowest level.

Consequently, Iranian managers can reduce the negative effect of compulsory citizenship behavior on academics by being fair enough in all work-related procedures and interactions, and establishing a safe and peaceful working atmosphere. Hence, decreasing the negative effect of CCB will reduce Iranian academics'

intention to leave the university they work in, even when they would feel under the pressure of doing extra tasks beyond their official job description. The current study aimed to test academics' gender and the type of university (public or private) as two moderators of the conceptual model. As predicted, empirical evidence has been found in support of the type of the university as a moderator of the relationship between CCB and employees' turnover intention (*H5*). The result indicates that the effect of CCB on turnover intention in private universities is stronger than it is in public universities. In contrast, the study's findings do not support the first moderator. Gender of academics does not affect on CCB-turnover intention relation in Iranian universities (*H6*).

## 4.2 Managerial Implications and Recommendations

The critical role played by academics in the education sector should be taken seriously. The quality of education in a country depends on the knowledge of its academics and teachers. Although recruiting well-educated and knowledgeable academics requires good efforts, retaining them in universities for the long-term needs plenty of tactics from the side of highly qualified management. Findings of the research suggest implications for both front managers (supervisors) and top managers of organizations. And it sheds light on how university managers can apply human resource practices to retain skillful and talented academics.

In the current study, researchers tried to look closer at the academics' perspectives on coercive management and its effects on negative psychological outcomes in the working environment and investigate whether these negative outcomes rise their intention to leave the organization. In recent decades, an alternative theoretical perspective argues that CCB, which is intended to construct a competitive advantage for organizations with causing high performance of employees, may in fact end in workers' dissatisfaction due to the rising of working pressure and causing task overload (Vigoda-Gadot, 2007). As the result, organizations will face a high rate of turnover, which cause a high amount of cost to recruit and train new employees. Another negative consequence of CCB can be losing high-qualified employees, which is the same as losing valuable assets of the organization.



Relying on coercive persuasion theory, social exchange theory and conservation of resources (COR) theory, human resources can be reflected as useful and operative resources in organizations to decrease the undesirable influence of turnover (Bartram et al., 2012).

Moreover, according to findings of the current research, to reduce the rate of turnover during the existence of compulsory citizenship behavior, paying attention to the behavioral and psychological outcomes of the employees can be a suitable HRM strategy. These outcomes are either surrendered or unnoticed to accomplish organizations' goals (Zhao et al., 2014). In other words, regarding the vital functions of HRM, increasing employees' conception of organizational justice, improving their sense of psychological security and reducing compulsory citizenship behavior, can help workforces of the organization to overcome and cope with emotional and physical challenges more easily, and make them prefer to stay with their organization. The findings also provide offer implications for administrators and decision-makers to characterize the most effective set of elements, which may reduce academics intent to leave their universities due to coercive management.

## Conclusion

### Constructive Feedback

The outcome of the research provides necessary information for HR practitioners and decision makers to recognize the most effective set of functions to improve the performance of workflow while decreasing the cost of turnover intention. Results of the modeling show the importance of existence of organizational justice and psychological security of the employees. The management can reduce turnover intention by implementing a clear policy to make balance between high pressures on workers with extra load, their perception of justice in workplace and their psychological safety.

The clear contribution of the study is that if managers prefer to harmonize the extra role behavior in the organization without increasing dissatisfaction and turnover intention, they have to balance the workplace in a fair way for employees in all aspects of the working process. Additionally, they need to consider on the psychological security of the team members by providing a safe environment for them to ask, analyze and solve work-related difficulties and tough issues.

Compulsory citizenship behavior is beneficial enough to be an effective strategy for the organizations to enhance the employees' job performance (He et al., 2019), in case that the leaders be able to reduce its negative outcomes. According to the findings of this study, implementing justice with all of its aspects in the organization makes employees to feel more secure psychologically, so the tension caused by CCB and its unpleasant effects will significantly reduce in the workplace.

### Limitations and Suggestions for Future Research

The current study focused on two main sectors in Iran's education industry: public and private. A large amount of universities in Iran belongs to both sectors. Focusing on these universities can have a high potential for future studies. The study carried out in Iran universities, so the same study can be replicated in other countries, different from Iran's context, with different organizational settings. Therefore, the research lay emphasis on the various results that may come out in the different cultures. Consequently, considering on the cultural context of the sample can be aimed in further investigations.

Future studies can also consider on the effect of other psychological and working components to decrease the negative result of CCB in the organization and transfer it to a management strategy to have a higher productive performance.

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