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ALL GOOD THINGS MUST COME TO AN END: FINDING THE
CONNECTION BETWEEN CITIZENSHIP PRESSURE, ORGANIZATIONAL
CITIZENSHIP BEHAVIORS, AND JOB-RELATED AFFECTIVE WELL-
BEING

by

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A.A. Lake Sumter State College, 2019

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ABSTRACT

A plethora of extant research focuses on the positive outcomes of organizational citizenship behaviors (OCB). However, there has been a relatively recent shift of focus that sheds light on the changing parameters and workplace perceptions of what such behaviors entail, as well as their adverse outcomes. As organizations and their employees endure changes, work expectations have consequently changed through differing perceptions of job tasks that individuals feel required or obligated to do, even when it is not included in their formal job description. Such feelings point to the concept of citizenship pressure (CP), which this thesis further explores and adds to the relatively little, but growing, research on the construct. Specifically, this thesis explores the relationship between OCB and job-related affective well-being (JAW), and the impact of CP on that relationship. A survey study was conducted to test the hypothesized moderation of CP on the relationship between OCB and JAW. The participants included 59 individuals over the age of 18 who were employed part-time or full-time, either at the time of their participation or within the preceding six months. While the hypothesized model was not significant, supplemental analyses were run on variations of this model. The additional models provided some significant findings that may lead to viable paths for further research. Future research directions, limitations, and practical implications are included.

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INTRODUCTION

As most popularly defined by Organ (1988), organizational citizenship behavior (OCB) is “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” (p. 4). In further clarification, Organ (1988, p. 4) explains that “discretionary” is meant to convey the concept that the OCB is not a requirement of the job, nor is it enforceable, in the sense that engaging in such behaviors is more so owed to an individual’s inclination, at their discretion. Expanding on the concept of discretionary behaviors, work by Organ, Podsakoff, and MacKenzie (2005) included individuals’ contributions in this discretionary category, with the specification that such behaviors are both not a part of their prescribed job role, but are also not formally rewarded. OCBs have experienced increased presence in literature as notice has been given to the transition of organizational expectations to include extra tasks and behaviors outside of traditional job roles (Bauer et al., 2018) that now “entails whatever is needed and expected” which leads to all expected employee behaviors to be considered as part of their job description (Ehrhart & Naumann, 2004, p. 962).

Breakdown of Organizational Citizenship Behaviors

OCB is divided into two distinct categories – OCBI and OCBO, wherein the former is behavior directed toward individuals and the latter is behavior directed toward the organization itself (Williams & Anderson, 1991). Under the two categories, OCBs fall within seven primary dimensions: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development (Podsakoff et al., 2000, p. 516). However,

a five-dimension breakdown is also commonly used, which includes: altruism, courtesy, sportsmanship, civic virtue, and conscientiousness (Williams & Andersen, 1991; Singh & Singh, 2010). In reference to the two OCB categories, Williams and Anderson (1991) note that the first two items of the five-dimension breakdown are classified as OCBI and the last three items of the breakdown are classified as OCBO. Behavioral engagements within the above dimensions can take various forms, and overlap can exist to some degree. For example, OCB engagement may include helping a coworker with their computer (e.g., helping behavior), not complaining about your job (e.g., sportsmanship), being an advocate for your organization (e.g., organizational loyalty), following the organization's rules (e.g., organizational compliance), willingly taking on extra work tasks (e.g., individual initiative), attending important meetings for your organization (e.g., civic virtue), or attending a workshop to learn a new skill (e.g., self-development; Podsakoff et al., 2000).

OCB engagement has been widely viewed as a positive factor at individual and organizational levels, and generally, OCBs do, in fact, have positive outcomes for individuals and organizations (Podsakoff et al., 2000). However, adverse outcomes may exist for individuals who choose to engage in such behaviors (Van Dyne et al., 1995; Bolino & Turnley, 2005). Bolino, Turnley, and Niehoff (2004) shed light on OCB's potential darker outcomes in considering that engagement may be motivated by self-serving implications, the level or lack of OCB's impact on organizational functioning, and overall negative effects on OCB-committing individuals. Speaking in broad terms, when employees experience increased demands, negative outcomes can take varying forms and result in "physical, emotional, cognitive, or behavioral" reactions (Bauer et al., 2018, p. 166). Some negative implications for individuals who engage in organizational citizenship behaviors include role stressors (role ambiguity, role conflict, and role overload) (Organ & Ryan,

1995; Bolino & Turnley, 2005; Eatough et al., 2011), citizenship pressure (Bolino et al., 2010), career damage as a result of decreased in-role task performance due to greater OCB focus (Bergeron, 2007) and degradation of employee well-being (Bolino et al., 2010; Bolino et al., 2015). For clarity, the term “in-role” in this paper refers to “behaviors which are required or expected as part of performing duties and responsibilities of the assigned role” (Van Dyne et al., 1995, p. 222).

Having a better understanding of the positive and negative implications of why acts of OCB are committed and how OCB engagement impacts organizations and employees is instrumental for improving existing models and the development of preventative and minimizing tactics to combat the negative aspects of OCB in organizations. This proposal begins with an overview and history of citizenship pressure literature, followed by a discussion of hypothesized antecedents and outcomes that will be built upon existing research. The concept of job-related affective well-being will then be introduced as a variant of the current knowledge of the potential for negative impacts of OCB on well-being, which will be elaborated on to include application to citizenship pressure. While OCB research has become increasingly prevalent in literature, relatively little research has been conducted specifically on citizenship pressure. In this thesis, I aim to leverage extant OCB literature to the more specific topic of citizenship pressure and contribute a focused perspective of the relationship between OCB, citizenship pressure and job-related affective well-being, which has not yet been examined.

Citizenship Pressure

Bolino, Turnley, Gilstrap, and Suazo (2010) address a downside of performing OCBs: the experience of citizenship pressure (CP), which is defined as “a specific job demand in which an employee feels pressured to perform OCBs.” (p. 836). Since employers informally reward the

unrequired acts of OCB, performing such behaviors becomes encouraged through implicit avenues, causing employees to feel obligated to engage in OCB in order to be evaluated positively within their organization through either formal or informal rewarding (Bolino et al., 2010). Regardless of the explicit inclusion of the behavior in the employee's job role, OCB may begin to be interpreted as mandatory, resulting in increased workload as the employee feels that engaging in OCB is within the requirements of their job (Hanson & Borman, 2006; Bauer et al., 2018).

Building on the basic foundation of what citizenship pressure is and the baseline reasoning why employees may feel obligated to engage in OCB, it is essential to examine related and broader concepts that contribute to feelings of citizenship pressure, including why the pressure may be felt, and how the pressure likely came to exist. Van Dyne and Ellis (2004) researched the "job creep" process by which "gradual and informal expansion of role responsibilities were discretionary contributions (such as OCB) become viewed as in-role obligations by supervisors and peers" (p. 184). The feelings of required OCB engagement as part of an employee's job, as referenced by Hanson and Borman (2006) and Bauer et al. (2018), is relevant in that the incorporation of behaviors such as OCBs into one's regular job tasks often occurs over time and is unofficially reclassified as an in-role behavior. Bolino and Turnley (2003) described this occurrence as escalating citizenship, where employee OCB engagement increases over time because the employee feels that they must continue engaging in OCBs to be viewed as going above and beyond, primarily due to OCBs becoming normative. With the new normative nature of OCBs, OCBs tend to decrease in value, which over time, will result in increased individual costs of engaging in OCBs, without the beneficial return or rewards that were previously received (Bergeron, 2007).

While not identical to citizenship pressure, the idea of norms focuses on the level of commonality of OCB engagement in the workplace at both individual and group levels. At the individual level, personal norms operate within individuals and govern their personal standards and self-punishments for not following their standards (Cialdini & Trost, 1998). Subjective norms also exist at the individual-level and rely on how individuals perceive the opinions of their other group members, whom they deem important, to decide if they should individually engage in, or avoid, certain behaviors (Cialdini & Trost, 1998). On the contrary, the group-level includes descriptive norms, which individuals develop from observing other group members behave and judging such behaviors as appropriate or not, and adopting the behavior as a group if it is considered generally acceptable (Thibaut & Kelley, 1959). Injunctive norms are also group-level norms, where group members either choose to behave in a certain fashion for the purpose of group acceptance and conformity, or experience normative influence (Deutsch & Gerard, 1955). The concept of group norms for OCB has specifically received attention in literature, supporting the idea that organizational norms develop to set the standard and desire for engagement, or lack thereof, in the workplace (Ehrhart & Naumann, 2004). For example, individuals may develop individual beliefs or desires that an employee should engage in OCBs on the basis that it is what they believe a good employee would do through personal norms, a group desire and level of importance for individuals to commit OCBs through subjective norms, a tentative common standard for OCB performance through observation to form descriptive norms, and observation and conformity to behavior of other group members for the benefit of peer approval through injunctive norms (Ehrhart & Naumann, 2004).

Bolino, Turnley, Gilstrap, and Suazo (2010) were sure to stress the importance of the difference between group norms for OCB and citizenship pressure, stating that while OCB norms

are a probable antecedent of citizenship pressure, the concept of citizenship pressure itself focuses solely on the employee's perception of the level of pressure to engage in OCBs, as opposed to the cultural or climatic variables that are instrumental in the formation of group norms. The group norms perspective is a much more specific concept than citizenship pressure. Still, it is helpful to use this viewpoint to reinforce the idea that citizenship pressure may be implicated by internal or external factors (Bolino et al., 2010).

Across extant literature that explores negative outcomes of OCBs, general themes have been established to some degree. Outcomes such as poor work-life balance, perceived laziness of coworkers who are not performing OCBs, workplace conflicts, role ambiguity, and distorted performance appraisals have been identified, some of which may be encouraged by improper management tactics or inadequate staffing (Bolino et al., 2004). Aside from a small number of works that are focused distinctly on citizenship pressure, much of the existing literature focuses on antecedents and outcomes of the broader concept of OCB. For example, studies have found that employees who fall victim to citizenship pressure are additionally inclined to encounter work-family conflict (Bakker et al., 2004; Bolino et al., 2015). Bolino, Klotz, Turnley, and Harvey (2013) also found that individuals who experience citizenship pressure are likely to experience job stress. Ultimately, this job stress results in some employees' turnover intentions (Bolino et al., 2013; Youn et al., 2017).

Research has evidenced both positive and negative relationships between citizenship pressure and OCB (Bolino et al., 2010; Zhao et al., 2014). When controlling for various OCB antecedents (e.g., individual differences, job satisfaction) and additional job demands (e.g., role stressors, such as role overload), a positive relationship was found between OCB and citizenship pressure (Bolino et al., 2010). However, findings of Zhao, Peng, and Chen (2014) exhibited a

negative relationship between felt citizenship pressure and employee willingness to commit OCBs. Based on my understanding of this study, such differences may be owed to cultural differences, as a specialized Chinese OCB scale (using altruism, voice, and conscientiousness) was used to better represent the Eastern culture, as opposed to scales typically used in Western cultures (Zhao et al., 2014); as noted by Farh et al. (2004), “Chinese formulation of OCB differs from that in the West” (p. 241).

Job-related Affective Well-being

Job-related affective well-being (JAW) is defined by Warr (1987) as the subjective estimation of an individual’s feelings of being either well or unwell. States of JAW can be categorized in terms of pleasurable and intensity of arousal (Van Katwyk et al., 2000), encompassing three primary axes: displeased-pleased, depression-enthusiasm, and anxiety-comfort (Warr, 1990, 1994, 2007). Over time, Warr’s state bipolarity has been called into question, yet support was retained for the two broader categories of pleasure and arousal, in addition to findings of anxiety, depression, comfort, and enthusiasm emerging as separate, representative affective states (Mäkikangas et al., 2007; Mäkikangas et al., 2011).

Dávila and Finkelstein (2013) are a couple of the relatively few researchers to address the relationship between OCB and well-being (WB), and they do so from the subjective and psychological WB perspectives, which may be interpreted as either an individual’s general affect, or their mood which may vary day to day. In related research focusing on volunteerism, Rodell (2011) found those who engage in prosocial behaviors (e.g., OCB, volunteering) to experience increases in life satisfaction and self-esteem, and various studies have found evidence to support the existence of a stronger relationship between positive affect and OCBI (Lee & Allen, 2002; Lee,

2000; Smith et al., 1983). Dávila and Finkelstein (2013) found associations between OCBI and OCBO with positive affect and job engagement, but found none with either type of OCB and negative affect.

Of great pertinence to this present research, WB, through positive affect and job engagement, and the perception of performing OCBs as an in-role behavior, were positively correlated (Dávila & Finkelstein, 2013). Looking from a positive angle, Dávila and Finkelstein (2013) proposed that such a relationship may be a result of employee's experiencing an increase in positive affect when they commit OCBs, which may lead the employee to begin including the behavior as a part of their in-role behaviors. This reasoning draws closely on the ideas of the strong relationship between positive affect and OCBI mentioned in the previous paragraph.

However, looking from an alternative perspective, employees who engage in OCBs or engage in similar extra-role behaviors for the sake of recognition may experience feelings of anxiety or hostility in the event that they do not achieve the intended outcome (e.g., praise from boss, extra recognition, promotions or raises) (Dávila & Finkelstein, 2013). To support this relationship, Dávila and Finkelstein (2013) draw on self-determination theory in explaining that when people feel that their actions aren't freely chosen, there is a declination in WB, so it is very important to these relationships whether an employee views OCB engagement as in-role. With this, the lack of autonomy that results from an employee feeling obligated to engage in OCBs as in-role behaviors or when they are extrinsically motivated (e.g., rewarded by others, compensated, improve outward image) is extremely close in concept to the experience of citizenship pressure. Based on this, it is likely that citizenship pressure will moderate the relationship between OCB and JAW, as hypothesized in the present study.

Due to the extensive resources necessary to engage in discretionary behaviors (e.g., OCB; Organ et al., 2011), employee resources (e.g., time and energy) often run thin in comparison to their increasing workload, resulting in an inability to satisfy in-role tasks and goals (Mueller & Kamdar, 2011; Ilies et al., 2010). Due to the perception of time as an essential resource for individuals when engaging in OCBs (Mueller & Kamdar, 2011), the Conservation of Resources (COR) theory has been drawn on in various well-being and OCB studies (Bolino et al., 2004, 2010, 2013; Bolino & Turnley, 2005; Vigoda-Gadot, 2007; Fox et al., 2012; Somech & Bogler, 2019). Whenever employees are exposed to environmental demands, performance may suffer as a result of inadequate resources that would allow for in-role and extra-role tasks to be completed (Bakker et al., 2004). Bakker, Demerouti, and Verbeke's (2004) research supported their hypothesis that extra-role performance will be decreased by employees in an effort to reduce stress and conserve remaining resources while protecting themselves from any additional adverse outcomes. Overall, this research's line of reasoning lies in the foundations of COR theory (Bakker et al., 2004).

COR is a motivational theory that rests upon the idea that "individuals strive to obtain, retain, foster, and protect those things that they centrally value" (Hobfall et al., 2018, p. 104). According to COR, individuals are said to experience stress when they are threatened with a loss of their resources, when individuals actually lose their resources, and when an individual is unable to obtain important resources despite their considerable efforts to do so (Hobfall et al., 2018). Resource loss is comprised of object, condition, personal, and energy resources, and resource loss has been shown to have a greater impact on the individual (Hobfall et al., 2018), such that an individual experiencing resource loss would likely be most closely related to the loss of energy resources, which has been shown to decrease engagement in extra-role behaviors (Bakker et al., 2004). In the particular interest of this thesis, a commonly valued resource of individuals is well-

being (Hobfall et al., 2004), which is associated with the idea that citizenship pressure depletes resources, which is likely to negatively impact well-being and an individual's overall lack of willingness to engage in OCBs.

Further exploring COR theory, resource protection is utilized in an effort to recover or protect oneself from losses or to gain resources, where resource gain is often used to offset potential losses if the desired resources are not gained (Hobfall et al., 2018). Hobfall, Halbesleben, Neveu, and Westman (2018) build on this facet of COR through the introduction of a paradox, as the importance of resource gain increases whenever the chances are high for resource loss; however, those who have access to greater resources often have a higher ability for obtaining more resources while also avoiding loss of extant resources. Contrary to this relationship, individuals with less resources may be more significantly impacted when additional resources are obtained, as it affords them an opportunity for potential momentum gain and increased strength (Hobfall et al., 2018).

Overall, the COR principle of most significant relevance to this work is that which focuses on how individuals respond to scarcity or exhaustion of resources and are inclined to enter a mode of self-preservation, which may entail defensive tactics (e.g., minimized use of resources) or exploratory tactics (e.g., find new ways to cope and adapt) (Hobfall et al., 2018). Hobfall, Halbesleben, Neveu, and Westman (2018) state that engaging in defensive or exploratory behaviors may seem aggressive or irrational in some circumstances, but it overall gives individuals the power to alter their stressors or create a new coping strategy for prevention of future occurrences. In concept, this principle can be compared closely to how employees choose to disengage in discretionary behaviors to minimize resource use and devote their time and energy to in-role behaviors (e.g., defensive tactics). Alternatively, this same principle can be applied to

individuals who choose to engage in extra-role behaviors and put some of their in-role responsibilities on the back-burner in an attempt to discover a new strategy for coping or achievement (e.g., exploratory tactics).

Based on the instrumental role that COR theory plays in OCB research, relationships would be expected between OCB, JAW, and further, CP. Due to the time-dependent nature of OCBs (Bolino et al., 2010) and the individual's time as a valued (Hobfoll et al., 2018; Mueller & Kamdar, 2011) and scarce resource (Hobfoll, 1989), COR helps provide practical support to the hypothesized model. Lazarus (1991) addresses various deleterious effects on well-being, which include difficulty differentiating between minor events that implicate different outcomes for an individual's well-being, lack of appraisal resulting in no emotional generation or sense of personal stake in one's behavior, and uncertainty due to dependence on an inconsistent environment for appraisal and coping. Such events referenced by Lazarus (1991) are expected as a result of increased resource taxation and an individual's inability to progress towards, or accomplish their goals. As proposed by Diener, Suh, Lucas, and Smith (1999), resources have the potential to be a facilitator of well-being, such that individuals are afforded the means to accomplish their goals. However, it is important to consider the possibility of adverse outcomes when proper resources are not available, and individuals are still under pressure to achieve their goals (e.g., citizenship pressure). Such a relationship would likely result in adverse effects on well-being as resources are stretched thin, and there is little feasibility for the completion of all tasks that the individual is expected to, or feels obligated to, complete. On such grounds, I propose the following hypotheses.

Hypothesis 1: There will be a positive relationship between OCB and JAW.

Hypothesis 2: OCBI will have a stronger positive relationship with JAW than that which will be found between OCBO and JAW.

Hypothesis 3: CP will moderate the relationship between OCB and JAW, such that there will be a negative relationship between OCB and JAW for those high in CP.

METHOD

Participants

Participants were recruited through the University of Central Florida Psychology Department's SONA research participation system and by e-mail. Those who participated through SONA were awarded 0.5 credits for their participation, which is used as a means of fulfilling a course requirement. E-mail participants received no compensation and chose to participate at their discretion after being informed of this condition. Participants were required to be 18 years of age or older, and employed in a part-time (minimum 20 hours per week) or full-time (40 hours per week or more) job. Due to inopportune circumstances imposed by the COVID-19 pandemic, participants still qualified if they held a part-time or full-time job position within the last six months.

A total of 64 participants completed the study. Upon reviewing the data, one case was excluded because the participant responded incorrectly to all four attention checks, and four cases were excluded due to missing data. This review resulted in the final sample totaling to 59 participants which were 78% female, 64.4% white, and an average age of 27.37 ($SD = 9.38$). Participants were primarily employed in the organization industries of personal services (e.g., food services, hospitality, repair, maintenance, et cetera) (45.8%), as well as healthcare and social assistance (27.1%). A majority of participants were non-managerial employees (77.6%), 20.7% were managerial, and 1.7% held executive positions.

Procedure

Participants completed a Qualtrics survey that included all measures necessary to test the hypotheses of this study. Participants were asked to self-reflect on their experiences within their last month of work relative to OCB, CP, and JAW. In line with the exception made for COVID-19 circumstances, participants who were not currently employed, but were employed within the last six months, were asked to reflect on their most recent month of employment to answer the survey items. Prior to beginning the survey, participants were provided with a consent form detailing the study procedure and participation expectations. After reading the consent form, any individual who proceeded to the next page of the survey actively gave their consent to participate by doing so, as explained in the consent form. This study did not utilize multiple variable conditions or deception, so the completion of the study survey by participants should have been straightforward and non-strenuous.

Measures

Organizational Citizenship Behavior

OCB will be measured using a modified 14-item version of Williams and Anderson's (1991) scale, which assesses OCBO and OCBI. The seven in-role behavior items from the original scale have been removed for this study. A sample item includes "Helped others who have heavy workloads." Participants will be asked to respond on a 5-point scale (*Never, Once or twice, Once or twice/month, Once or twice/week, Every day*). A full item list is located in Appendix B.

Citizenship Pressure

Citizenship pressure will be measured using a modified 14-item version of Williams and Anderson's (1991) scale which assesses OCBO and OCBI. To maintain consistency, the same items are used in both the OCB and CP scale. However, the language is modified in the CP scale to reflect the participant's level of pressure felt to engage in such behaviors, rather than the frequency of actual engagement in them. A sample item includes "Help others who have heavy workloads." Specific anchors used in this study include *Never feel pressured*, *Rarely feel pressured*, *Neutral*, *Often feel pressured*, and *Always feel pressured*. A full item list is located in Appendix C.

Job-related Affective Well-being

Job-related Affective Well-being will be measured using The Job-related Affective Well-being Scale (JAWS) developed by Paul T. Van Katwyk, Suzy Fox, Paul E. Spector, and E. Kevin Kelloway (2000, Copyright 1999). Sample items include, "My job made me feel bored." and "My job made me feel inspired." Participants will be asked to respond on a 5-point scale (*Never*, *Rarely*, *Sometimes*, *Quite often*, *Extremely often*). A full item list and copyright reference is located in Appendix D.

RESULTS

Preliminary Analyses

Multiple analyses were conducted on the sample of 59 participant responses. The descriptive statistics of this data set include OCB, OCBI, OCBO, CP, JAW, age, organization tenure in terms of years, and the number of hours typically worked per week (Table 1). This table consists of the range, minimum, maximum, mean, and standard deviation. Reliability statistics were also measured for all model variables with Cronbach's Alpha, and are located along the diagonal in Table 1. Such analyses exhibited strong reliabilities for OCB ($\alpha = .75$), OCBI ($\alpha = .78$), CP ($\alpha = .79$), and JAW ($\alpha = .92$). However, the reliability for OCBO ($\alpha = .44$) was subpar. Among the previously referenced variables, CP exhibited significant correlations with JAW ($r(57) = -.36, p < .05$), age ($r(57) = -.38, p < .001$), and organization tenure ($r(57) = -.27, p < .05$). Table 1 also consists of all correlations run on this data set.

Main Analyses

Hypothesis 1 predicted that overall OCB would be a positive significant predictor of JAW. Results from a simple linear regression analysis demonstrated that although the coefficient was positive, it was not significant ($B = .05, n.s.$). Therefore, Hypothesis 1 was rejected. The results of this analysis are included in Table 2.

Hypothesis 2 predicted that OCBI would have a stronger positive relationship with JAW than that of OCBO and JAW. Two separate linear regression models were run. Results indicated that OCBI ($B = .02, n.s.$) and OCBO ($B = .05, n.s.$) were not significant predictors of JAW. Thus, Hypothesis 2 was not supported. While not significant, the coefficient for OCBO was greater than

OCBI. This suggests that, with a larger sample size, it is possible OCBO is more strongly related to JAW than OCBI, contrary to the hypothesis. Table 2 includes the results of these two analyses.

Hypothesis 3 predicted that the relationship between overall OCB and JAW would be moderated by CP. A hierarchical linear regression was run, and overall OCB and CP were entered as main effects, which resulted in a significant model ($R^2 = .13$, $F(2, 56) = 4.12$, $p < .05$). Upon further inspection, overall OCB did not have a significant main effect on JAW ($B = .05$, *n.s.*). However, CP did have a significant main effect on JAW ($B = -.39$, $p < .05$). Thus, as CP increases, JAW decreases. Next, the interaction term between overall OCB and CP was entered into the equation. Although the overall model of CP moderating the relationship between OCB and JAW approached significance (Table 3), the model was not significant ($R^2 = .13$, $F(3, 55) = 2.78$, $p = .05$). Neither overall OCB ($B = -.29$, *n.s.*) or CP ($B = -.88$, *n.s.*) had significant main effects, nor did CP significantly moderate the relationship between OCB and JAW ($B = .13$, *n.s.*). That said, Hypothesis 3 was rejected. Although overall OCB did not predict JAW, it did approach significance. The results of this analysis are included in Table 3. As such, supplementary analyses were conducted using the two subscales of OCB (OCBI, OCBO).

Supplementary Analyses

First, the relationship between OCBI and JAW when moderated by CP was examined. Initially OCBI and CP were entered as main effects, resulting in a significant model ($R^2 = .36$, $F(2, 56) = 4.26$, $p < .05$). OCBI did not have a significant main effect on JAW ($B = .07$, *n.s.*). However, CP did have a significant main effect on JAW ($B = -.40$, $p < .05$). As such, as CP increases, JAW decreases. Next, the interaction term between OCBI and CP was entered into the equation ($R^2 = .39$, $F(3, 55) = 3.21$, $p < .05$). Neither OCBI ($B = -.53$, *n.s.*) nor CP ($B = -1.25$, *n.s.*)

had significant main effects, and the interaction term between OCBI and CP was also not significant ($B = .22, n.s.$). As such, CP was not a significant moderator of the relationship between OCBI and JAW. Table 4 consists of the results of this analysis.

Following the prior analysis, the relationship between OCBO and JAW when moderated by CP was examined. Initially OCBO and CP were entered as main effects, resulting in a significant model ($R^2 = .36, F(2, 56) = 4.10, p < .05$). OCBO did not have a significant main effect on JAW ($B = -.02, n.s.$). However, CP did have a significant main effect on JAW ($B = -.40, p < .05$). As such, as CP increases, JAW decreases. Next, the interaction term between OCBO and CP was entered into the equation, resulting in a nonsignificant model ($R^2 = .36, F(3, 55) = 2.75, n.s.$). Neither OCBO ($B = .30, n.s.$) nor CP ($B = .03, n.s.$) had significant main effects, and the interaction term between OCBO and CP was also not significant ($B = -.11, n.s.$). As such, CP was not a significant moderator of the relationship between OCBO and JAW. The results of this analysis are located in Table 5.

DISCUSSION

This study examined the influence of CP on the relationship of OCB and JAW. Based on the analyses performed, Hypothesis 1 was not supported due to nonsignificant findings, although the relationship between OCB and JAW was positive, as was hypothesized. Further exploring the relationship between OCB and JAW, the two subscales of OCB were used in later analyses to determine the difference in relationship strength between OCBI and OCBO separately with JAW. Upon performing such analyses, neither OCBI nor OCBO were significant predictors of JAW. That said, Hypothesis 2 was not supported, and the relationship with OCBO and JAW had a stronger relationship than that of OCBI and JAW, however, these relationships were not significant.

Although the analyses were underpowered due to sample size, with a greater sample size, it is possible that OCBO does, in fact, have a stronger effect on JAW than OCBI. Contrary to the hypothesis that the relationship between OCBI and JAW would have a stronger relationship, it is possible that a stronger relationship would exist for OCBO due to factors such as organizational norms and environment, or an employee's motives for engaging in OCBO versus OCBI. The latter theoretically would be the most logical, as employees who engage in extra-role behaviors, such as OCBs, for their personal benefit and recognition, they may experience anxiety and hostility if they are not compensated as they hoped they would be (Dávila & Finkelstein, 2013). Building on this idea, an employee with such motives would likely be more prone to engage in OCBOs to elevate their chances of recognition since their actions were geared more towards the organization's benefit, rather than that of an individual. Subsequently, CP was inspected as a moderator of the

relationship between OCB and JAW. CP was found to have a significant main effect, such that as CP increases, JAW decreases. However, no significant main effect was found for OCB.

One reason for this finding could be further explained by Social Exchange Theory, in which individuals have relationships with one another where open-ended exchanges occur in a chain of reciprocations over time (Blau, 1964). A vital component of this reasoning lies on the quality of team-member exchange (TMX) between the individuals, wherein high-quality TMX relationships allow for all individuals to not only help each other, but also consider the best interest of others when making decisions and engaging in certain behaviors (Seers, 1989; Bolino et al., 2015). On the other end of the spectrum, for individuals with low-quality TMX, engaging in OCBs is done at a much higher cost because their coworkers may not reliably, or ever, reciprocate the OCBs (Bolino et al., 2015), which can lead to negative outcomes such as emotional exhaustion (Schaufeli, 2006). This reasoning can be applied to the negative relationship between CP and JAW because individuals who have not received reciprocated help in the past are typically not as willing to engage in OCBs in the future and act defensively by not partaking in OCBs, although they may still feel pressured to do so (Schönpflug, 1985; Hazan & Shaver, 1994; Hobfall, 2001). As surprising as it was to find that OCB is not significantly related to CP or JAW, explaining this relationship from the perspective of low-quality TMX may lend greater understanding to why a significant negative relationship exists between CP and JAW, while actual OCB engagement is irrelevant to both variables in the scope of this study. Moreover, since the results demonstrated that CP was not a significant moderator of the relationship between OCB and JAW, Hypothesis 3 was not supported. However, this finding led to running supplementary analyses that have alluded to future research directions.

Supplementary analyses were run on two separate variations of the hypothesized model that substituted OCBI and OCBO in place of overall OCB. When entered as main effects, OCBI did not have a significant main effect on JAW, yet CP did. Much like the first model examined with OCB, as CP increases, JAW decreases. Similar to the results of the initial overall OCB model run, this could be explained by a low-quality TMX relationship between individuals, which leads them to not engage in OCBs as an act of defense to protect their resources, since the person they help may not equally, or ever, reciprocate the help they received. Put simply, when an individual is not guaranteed a return of investment on the resources (e.g., time, effort, energy) they use to help someone else, they will be less inclined to help (e.g., perform OCBs) in the first place. Moreover, analyses demonstrated that CP was not a significant moderator of the relationship between OCBI and JAW. Specific to OCBI, CP may not have moderated its relationship with JAW due to the individual-focused nature of OCBI and helping specific people, which could make a low-quality TMX relationship become much more personal, for the worse. For example, an individual who has helped their coworker multiple times and has never received reciprocated help may discontinue their engagement in OCBs altogether even when given the opportunity to perform them, as they know that they will continue depleting their resources without ever regaining them to the same or similar extent. Focusing on TMX relationships and past helping experiences among individuals in future research may help increase the understanding of such a relationship.

In the same fashion, the same analyses were run for OCBO and JAW with CP as a moderator. When entered as main effects, it was found that OCBO did not have a significant main effect on JAW. However, similar to the results of using OCBI as a predictor, CP had a significant main effect on JAW. Again, this could potentially be explained by low-quality TMX, as discussed in regard to the previous two analyses. Even when CP was controlled, OCBO still was not a

significant predictor of JAW. Similar to the previous analysis using OCBI, CP was not a significant moderator of the relationship between OCBO and JAW. Specific to OCBO, it is possible that CP did not moderate its relationship with JAW due to a lack of reciprocation of help from others being an organizational norm, or something that is not expected by the organization as a whole. For example, if an organization has an “every man for himself” sort of approach, individuals may not be inclined to engage in OCBs (both OCBI and OCBO) because they are not encouraged or appreciated. However, they may still experience the pressure to engage in OCBs if the opportunity arises based on their personal values and motives, despite the lack of organizational support for them and never actually performing them.

The findings of the analyses discussed above can also be related to the theorization of COR theory, as it would be logical for an individual experiencing CP to experience adverse effects to their well-being. Though, it is important to note that the application of COR theory would make the most sense when a relationship exists with OCB, CP, and JAW. In light of the fact that no significant correlation existed between OCB and CP, the puzzling relationship of CP and JAW that is independent of OCB engagement leads to a potentially complicated theoretical fit for this study’s results. However, for the sake of future research on a larger sample, understanding how COR theory could explain such a relationship where CP moderates the relationship between OCB and JAW is important.

Looking upon the application of COR to the initially proposed model for further, expanded research, time is a focal point. As an individual’s time is a valued and scarce resource (Hobfall, 1989; Hobfall et al., 2018; Mueller & Kamdar, 2011), OCBs may pose a threat to one’s resources due to their time-dependent nature (Bolino et al., 2010). Such experiences result in adverse effects on well-being, which can further lead to depleted emotional generation and sense of personal stake

in one's behavior, and uncertainty as a result of dependence on appraisal and coping mechanisms within an inconsistent environment (Lazarus, 1991). These adverse effects on well-being are often outcomes of resource taxation and one's inability to make progress towards their goals, let alone accomplish them (Lazarus, 1991). When applied to the proposed model, the goals referenced by Lazarus (1991) would be an individual's efforts to engage in an acceptable amount of extra-role behaviors (e.g., OCB). Especially the behaviors in which they feel pressured to engage in as a result of citizenship pressure because they may not have the necessary resources (e.g., time) to complete both their in-role and extra-role tasks, thus not achieving their goal and experiencing adverse effects on their well-being.

The clearest takeaway from the hierarchical linear regression analyses where the three variations of the OCB models were tested, was the consistent main effect of CP on JAW in each model, wherein as CP increases, JAW decreases. Relevant to this outcome, when correlations were run for all model variables, a significant negative correlation was identified between CP and JAW. Although no significant relationships were identified between OCB and JAW, CP and JAW were consistently found to have a negative relationship. That said, in organization settings where CP is high, JAW is likely to decrease. Such decreases in JAW will have negative consequences for the individual's well-being, which could also negatively impact the organization over time as well. While further research shall be conducted on this relationship to strengthen its validity, the degree of citizenship pressure experienced by employees should be an area of focus for organizations. By reducing citizenship pressure felt by employees, organizations may be able to facilitate an increase in their employees' well-being.

Interestingly, CP was also negatively correlated with age and organization tenure, with age having an especially strong significance. Possible reasons for a younger employee experiencing

increased CP could result from a number of causes, just a few of these causes may include working harder initially to move up in an organization, making a good impression early on in one's career, building rapport with coworkers and supervisors, or feeling obligated to make up for one's novice status by engaging in OCBs in order to level the playing field with more established and senior employees. Additionally, further researching the reasons for increased CP with shorter organization tenure may lead to a better understanding of why newer employees feel more pressured to engage in OCBs, as opposed to those who have worked at the organization for a longer period of time. Similar in reasoning for the relationship between age and CP, such logic would likely also hold true for organization tenure, as a new employee may be experiencing pressure similar to a younger individual who is a newer addition to the workforce as a whole, but rather only in the scope of the organization itself.

Future Research Directions

Building on the results of this study, several directions for future research could be followed. Although the study did not support the relationship between OCB, OCBI, or OCBO as predictors of JAW, CP and JAW were both significant correlated and CP had a significant main effect on JAW. Such a relationship should be further researched and could be explored alongside different variables such as role stressors, resource availability (including loss and gain), team-member exchange, autonomy, motivation for engaging in OCB that may lead to CP, burnout, and workaholism. Also, a continuation of research on extant findings of CP's relationship with work-family conflict (Bakker et al., 2004; Bolino et al., 2015) and job stress (Bolino et al., 2013) may help improve our understanding of the negative relationship between CP and JAW.

Another direction for future research would be to focus on the experience of CP in different organization industries. As participants of this study were primarily from either the personal services or health care and social assistance industries, norms or other influential factors may vary in existence across different industries. Also, lending more focus to differences in job level would be an interesting focus for future studies, as job expectations may lead to varying experiences of CP, or ability to engage in OCBs at all. Especially when considering managerial and executive employees, perceptions of in-role behaviors may not always be clear, as higher-level employee responsibilities often include additional broader tasks (e.g., ensuring that subordinates are accomplishing their necessary tasks). That said, the line between a manager or executive's in-role and extra-role behaviors may be ill-defined, which could lead to unique experiences of CP.

A final direction for future research includes the further exploration of the significant negative correlations that exist between CP with age and organization tenure. In addition to first identifying the reasons for these relationships, conducting a longitudinal study may also lend support to these relationships, as well as identifying how and why they change over time. By focusing on an employee's age and organization tenure over the course of a longitudinal study, insight can be gained and utilized to devise methods to aid in decreasing CP in employees who are younger and have a short tenure at their organization.

Limitations

While the findings of this study point to future research opportunities, a few limitations exist. A major limitation of this study is that the linear regression analyses were underpowered, as only 59 participant responses were viable. As a result of uncharacteristically low SONA participation by students at the University of Central Florida during the semester of data collection

(Spring 2021) and only a portion of participation from potential participants recruited via e-mail, the sample size was not as large as desired. Continuing data collection for this study in the future to add to this data set will provide the opportunity for more accurate statistical outputs due to a desirable power for the analyses.

An additional limitation to this study is the low reliability score for the OCBO measure ($\alpha = .44$). This low reliability could, to some extent, explain the lack of significance for the OCBO version of the proposed model. However, it is unlikely that OCBO's low reliability impacted any other aspects of this study, as the overall OCB measure, which is composed of the OCBI and OCBO measures, had an acceptable reliability score of .75. In an effort to understand this uncharacteristically low reliability for the OCB subscale, OCBO, all data entered was reviewed for accuracy and an exploratory analysis was conducted for the scale. The results of the analysis did not lead to any significant improvements in the scale's reliability even if items were to be deleted, so, the scale remains as is for this study. This output is included in Appendix A, Table 6.

A final limitation of this study was the lack of sample diversity, as the participants were primarily white (64.4%) and female (78%). It is also important to note the strong majority of non-managerial participants (76.3%), as well as the minimal diversity in organization industry, given that participants were predominantly employed in personal services (45.8%) or healthcare and social assistance (27.1%).

CONCLUSION

This study aimed to provide a focused perspective on the impact of CP on the relationship between OCB and JAW, while adding to the relatively small, but growing, citizenship pressure literature. While extensive OCB literature exists with a primary focus on positive outcomes, a large gap exists in CP literature, as well as that of OCB's adverse outcomes. Although the findings of this study did not significantly support any of the proposed hypotheses, the correlations and supplemental analyses that were run alluded to potential paths for future research in this discipline. Particularly, the significant negative main effect of CP on JAW and correlation between the two variables was an important finding that will continue to be a primary focus of future research endeavors. Thus, the results of this study emphasize the necessity of future research to increase the understanding of CP's effects on JAW, as well as the exploration of additional adverse outcomes of CP at both the individual and organizational level.

APPENDIX A: FIGURES AND TABLES

Table 1. Descriptive Statistics and Correlations Among Study Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. OCB	3.60	0.59	(.75)							
2. OCBI	3.58	0.79	.88**	(.78)						
3. OCBO	3.61	0.61	.80**	.42**	(.44)					
4. CP	2.95	0.66	.00	.13	-.16	(.79)				
5. JAW	3.00	0.73	.04	.02	.05	-.36**	(.92)			
6. Age	27.37	9.38	.14	.10	.13	-.38**	.17			
7. Tenure	4.13	5.83	.07	.00	.13	-.27*	.17	.67**		
8. Hours	32.51	10.40	.04	.12	-.07	-.10	-.03	.51**	.43**	

Note: (N = 59) *p<.05; **p<.01; Tenure = Organization Tenure, Hours = Typical Weekly Hours Worked; Internal consistencies of scales are presented along the diagonal in parentheses.

Table 2. Summary of Simple Linear Regression Analyses

Independent Variable	B	SE B	β	R ²	Adjusted R ²	ΔR^2
OCB	0.048	0.592	0.039	0.039	-0.016	0.002
OCBI	0.022	0.122	0.024	0.001	-0.017	0.001
OCBO	0.053	0.157	0.045	0.002	-0.016	0.002

Note: JAW is the dependent variable in for three separate simple linear regression analyses. No significant results exist.

Table 3. Summary of Hierarchical Regression and Moderation Test for OCB Model

Model	B	SE B	β	R ²	Adjusted R ²	ΔR^2
Step 1				0.002	-0.016	
OCB	0.048	0.162	0.039			
Step 2				0.128	0.097	0.127*
OCB	0.049	0.153	0.040			
CP	-0.393*	0.138	-0.356*			
Step 3				0.132	0.084	0.003
OCB	-0.287	0.751	-0.234			
CP	-0.876	1.063	-0.793			
OCB*CP	0.129	0.282	0.520			

Note: (N = 59) *p<.05; **p<.01

Table 4. Summary of Hierarchical Regression and Moderation Test for OCBI Model

Model	B	SE B	β	R ²	Adjusted R ²	ΔR^2
Step 1				0.001	-0.017	
OCBI	0.022	0.122	0.024			
Step 2				0.132	0.101	0.131*
OCBI	0.067	0.115	0.073			
CP	-0.404*	0.139	-0.366*			
Step 3				0.149	0.103	0.017
OCBI	-0.529	0.577	-0.576			
CP	-1.248	0.813	-1.131			
OCBI*CP	0.223	0.211	1.074			

Note: (N = 59) *p<.05; **p<.01

Table 5. Summary of Hierarchical Regression and Moderation Test for OCBO Model

Model	B	SE B	β	R ²	Adjusted R ²	ΔR^2
Step 1				0.002	-0.016	
OCBO	0.053	0.157	0.045			
Step 2				0.127	0.096	0.125*
OCBO	-0.016	0.150	-0.014			
CP	-0.395*	0.140	-0.358*			
Step 3				0.130	0.083	0.003
OCBO	0.296	0.702	0.249			
CP	0.026	0.934	0.023			
OCBO*CP	-0.114	0.250	0.250			

Note: (N = 59) *p<.05; **p<.01

Table 6. OCBO Scale Item-Total Statistics

Item	Mean	Variance	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha
OCB_8	22.29	15.00	.19	.25	.44
OCB_9	22.63	14.10	.25	.24	.41
OCB_10_R	20.83	17.32	-.01	.16	.51
OCB_11_R	20.93	16.31	.11	.11	.47
OCB_12_R	21.88	15.14	.20	.15	.44
OCB_14	21.92	12.25	.37	.32	.34
OCB_15	21.25	12.43	.40	.34	.33

Note: Each column represents the resulting values if the item listed in the corresponding row were deleted. R denotes a reverse-scored item.

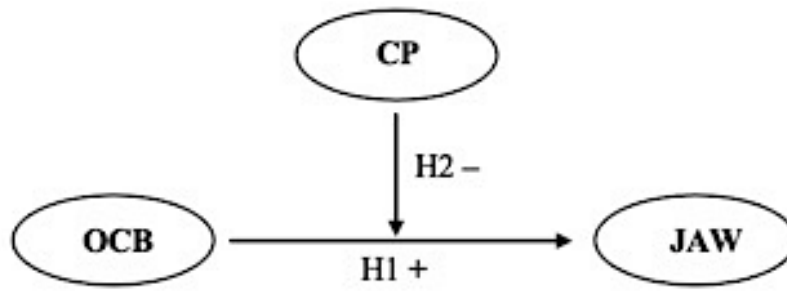


Figure 1. Model

APPENDIX B: ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

How often have you done each of the following activities in the past 30 days at your job?	Never	Once or twice	Once or twice per month	Once or twice per week	Every day
1. Helped others who have been absent.	1	2	3	4	5
2. Helped others who have heavy workloads.	1	2	3	4	5
3. Assisted your supervisor with his/her/their work (when not asked).	1	2	3	4	5
4. Taken time to listen to coworkers' problems and worries.	1	2	3	4	5
5. Gone out of your way to help new employees.	1	2	3	4	5
6. Taken a personal interest in other employees.	1	2	3	4	5
7. Passed along information to coworkers.	1	2	3	4	5
8. Attended work more than the norm.	1	2	3	4	5
9. Given advance notice when you were unable to come to work.	1	2	3	4	5
10. Taken undeserved work breaks.	5	4	3	2	1
11. Spent a great deal of time with personal phone conversations.	5	4	3	2	1
12. Complained about insignificant things at work.	5	4	3	2	1
13. Conserved and protected organizational property.	1	2	3	4	5
14. Adhered to informal rules devised to maintain order.	1	2	3	4	5

This scale is a modified version of the Performance Items scale used to assess OCB and in-role behaviors by Williams and Anderson (1991). In-role behavior items were omitted. Items 1-7 assess OCBI and items 8-14 assess OCBO.

APPENDIX C: CITIZENSHIP PRESSURE SCALE

How often have you felt pressured to engage in the following activities at your job in the past 30 days?	Never feel pressured	Rarely feel pressured	Neutral	Often feel pressured	Always feel pressured
1. Help others who have been absent.	1	2	3	4	5
2. Help others who have heavy workloads.	1	2	3	4	5
3. Assist your supervisor with his/her/their work (when not asked).	1	2	3	4	5
4. Take time to listen to coworkers' problems and worries.	1	2	3	4	5
5. Go out of your way to help new employees.	1	2	3	4	5
6. Take a personal interest in other employees.	1	2	3	4	5
7. Pass along information to coworkers.	1	2	3	4	5
8. Attend work more than the norm.	1	2	3	4	5
9. Give advance notice when you were unable to come to work.	1	2	3	4	5
10. Take undeserved work breaks.	5	4	3	2	1
11. Spend a great deal of time with personal phone conversations.	5	4	3	2	1
12. Complain about insignificant things at work.	5	4	3	2	1
13. Conserve and protect organizational property.	1	2	3	4	5
14. Adhere to informal rules devised to maintain order.	1	2	3	4	5

This scale is a modified version of the Performance Items scale used to assess OCB and in-role behaviors by Williams and Anderson (1991). In-role behavior items were omitted. Items 1-7 assess OCBI and items 8-14 assess OCBO. This scale was modified from the OCB scale (Appendix A) to maintain item consistency and assess citizenship pressure using the same behaviors assessed in the original OCB scale.

**APPENDIX D: JOB-RELATED AFFECTIVE WELL-BEING SCALE
(JAWS)**

Below are a number of statements that describe different emotions that a job can make a person feel. Please indicate the amount to which any part of your job (e.g., the work, coworkers, supervisor, clients, pay) has made you feel that emotion in the past 30 days.

Please check <i>one</i> response for each item that best indicates how often you've experienced each emotion at work over the past 30 days.	Never	Rarely	Sometimes	Quite often	Extremely often
1. My job made me feel angry.	1	2	3	4	5
2. My job made me feel anxious.	1	2	3	4	5
3. My job made me feel at ease.	1	2	3	4	5
4. My job made me feel bored.	1	2	3	4	5
5. My job made me feel calm.	1	2	3	4	5
6. My job made me feel content.	1	2	3	4	5
7. My job made me feel depressed.	1	2	3	4	5
8. My job made me feel discouraged.	1	2	3	4	5
9. My job made me feel disgusted.	1	2	3	4	5
10. My job made me feel ecstatic.	1	2	3	4	5
11. My job made me feel energetic.	1	2	3	4	5
12. My job made me feel enthusiastic.	1	2	3	4	5
13. My job made me feel excited.	1	2	3	4	5
14. My job made me feel fatigued.	1	2	3	4	5
15. My job made me feel frightened.	1	2	3	4	5
16. My job made me feel furious.	1	2	3	4	5
17. My job made me feel gloomy.	1	2	3	4	5
18. My job made me feel inspired.	1	2	3	4	5
19. My job made me feel relaxed.	1	2	3	4	5
20. My job made me feel satisfied.	1	2	3	4	5

APPENDIX E: IRB APPROVAL DOCUMENTS



UNIVERSITY OF CENTRAL FLORIDA

Institutional Review Board

FWA00000351
IRB00001138, IRB00012110
Office of Research
12201 Research Parkway
Orlando, FL 32826-3246

EXEMPTION DETERMINATION

January 29, 2021

Dear Kristin Horan:

On 1/29/2021, the IRB determined the following submission to be human subjects research that is exempt from regulation:

Type of Review:	Initial Study
Title:	Employee Work Behaviors and Well-being
Investigator:	Kristin Horan
IRB ID:	STUDY00002664
Funding:	None
Grant ID:	None
Documents Reviewed:	<ul style="list-style-type: none"> • Explanation of Research , Category: Consent Form; • Measures, Category: Survey / Questionnaire; • Recruitment email , Category: Recruitment Materials; • Request for Exemption , Category: IRB Protocol; • SONA post, Category: Recruitment Materials

This determination applies only to the activities described in the IRB submission and does not apply should any changes be made. If changes are made, and there are questions about whether these changes affect the exempt status of the human research, please submit a modification request to the IRB. Guidance on submitting Modifications and Administrative Check-in are detailed in the Investigator Manual (HRP-103), which can be found by navigating to the IRB Library within the IRB system. When you have completed your research, please submit a Study Closure request so that IRB records will be accurate.

If you have any questions, please contact the UCF IRB at 407-823-2901 or irb@ucf.edu. Please include your project title and IRB number in all correspondence with this office.

Sincerely,

Katie Kilgore
Designated Reviewer



UNIVERSITY OF CENTRAL FLORIDA

Institutional Review Board

FWA00000351
IRB00001138, IRB00012110
Office of Research
12201 Research Parkway
Orlando, FL 32826-3246

EXEMPTION DETERMINATION

March 11, 2021

Dear Kristin Horan:

On 3/11/2021, the IRB determined the following submission to be human subjects research that is exempt from regulation:

Type of Review:	Modification / Update, Category 2(ii)
Title:	Employee Work Behaviors and Well-being
Investigator:	Kristin Horan
IRB ID:	MOD00001694
Funding:	None
Grant ID:	None
Documents Reviewed:	<ul style="list-style-type: none"> • Recruitment email , Category: Recruitment Materials; • Request for Exemption , Category: IRB Protocol

This determination applies only to the activities described in the IRB submission and does not apply should any changes be made. If changes are made, and there are questions about whether these changes affect the exempt status of the human research, please submit a modification request to the IRB. Guidance on submitting Modifications and Administrative Check-in are detailed in the Investigator Manual (HRP-103), which can be found by navigating to the IRB Library within the IRB system. When you have completed your research, please submit a Study Closure request so that IRB records will be accurate.

If you have any questions, please contact the UCF IRB at 407-823-2901 or irb@ucf.edu. Please include your project title and IRB number in all correspondence with this office.

Sincerely,

Katie Kilgore
Designated Reviewer

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